Port Security Unit (PSU)
Tactical Action Officer (TAO)
Front End Analysis Report

Performance Technology Center
U.S. Coast Guard Training Center
Yorktown, VA
July 2002
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Executive Summary

Project Goal
The goal of this analysis project was to determine the performance requirements for the Tactical Action Officer (TAO) watchstanders at Port Security Units (PSU) and to recommend the appropriate performance interventions to meet these requirements.

The scope of this analysis focused on the actions and resulting outcomes of an accomplished performer (AP) as he/she carried out the duties of TAO watchstander during a PSU deployment.

Methodology
The analysis followed the New Performance Planning (NPP) Front End Analysis (FEA) methodology developed by Dr. Joe Harless. This process captures the AP’s view of the world of work.

Recommendations
Recommendations for this study are listed in four categories:

- Skills/Knowledge (S/K)
- Environmental (ENV)
- Motivation/Incentive (M/I)
- Assignment/Selection (A/S)

<table>
<thead>
<tr>
<th>Summary of Analysis Major Recommendations</th>
<th>Details Pages</th>
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<td>S/K 1: Develop job performance requirements for TAOs.</td>
<td>13, 17</td>
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<td>S/K 2: Establish a formal process to qualify TAOs that is standard throughout the PSU community.</td>
<td>13, 17</td>
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<td>S/K 3: Recommend underway time with the boat coxswain and crew on a TPSB as a performance requirement for TAOs.</td>
<td>13, 17</td>
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<td>S/K 4: Design and develop appropriate performance interventions for tasks identified in Appendix A.</td>
<td>14, 17</td>
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<tr>
<td>ENV 1: Establish “Performance” Qualification Standards for TAOs.</td>
<td>14, 18</td>
</tr>
<tr>
<td>ENV 2: Establish a standardized process for qualifying a TAO.</td>
<td>14, 18</td>
</tr>
<tr>
<td>ENV 3: Once ENV 1 and ENV 2 are implemented, incorporate TAO “Performance” Qualification Standards in current Inactive Duty for Training (IDT) drill time and formalize TAO “Performance” Qualification Standards as part of scheduled scenario-based exercises during Active Duty for Training (ADT) drill time.</td>
<td>14, 18</td>
</tr>
</tbody>
</table>
**Executive Summary, continued**

<table>
<thead>
<tr>
<th>Summary of Analysis Major Recommendations, continued</th>
<th>Details Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENV 4:</strong> Recommend units establish a mentoring program between TAOs/prospective TAOs and experienced enlisted members. As a minimum, provide incentives for mentorship.</td>
<td>15, 18</td>
</tr>
<tr>
<td><strong>ENV 5:</strong> Convene a panel of experienced members from each PSU to develop a generic set of job aids that follow the appropriate references and cover all conceivable contingencies that the TAO and/or the unit may encounter.</td>
<td>15, 18</td>
</tr>
<tr>
<td><strong>M/I 1:</strong> Identify the TAO function as a critical skill set by establishing a qualification code designation for successful completion of process identified in S/K 2.</td>
<td>15, 18</td>
</tr>
<tr>
<td><strong>M/I 2:</strong> Add underway time on the Transportable Port Security Boat (TPSB) as part of TAO qualification process to provide first hand experience of asset capabilities.</td>
<td>15, 19</td>
</tr>
<tr>
<td><strong>A/S 1:</strong> Recommend area commanders develop assignment policy for junior officers (prospective TAOs) that would provide Commanding Officers with sufficient latitude to fully evaluate perspective officers prior to accepting them into their units.</td>
<td>16, 20</td>
</tr>
<tr>
<td><strong>A/S 2:</strong> Recommend all PSU commanding officers and executive officers collaborate to establish a set of selection criteria for junior officers/prospective TAOs.</td>
<td>16, 20</td>
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</tbody>
</table>
Project Background

Background

The Coast Guard’s current focus on port security outside the continental United States started in 1979 with the need to develop and maintain rapid deployment forces to respond to contingencies worldwide. In 1994, the Coast Guard initiated a restructuring of the port security program by establishing three stand-up PSUs. Currently, the Coast Guard has six commissioned PSUs based in the following locations plus the PSU Training Detachment at Camp Lejeune, North Carolina:

- PSU 305: Fort Eustis, Virginia
- PSU 307: St. Petersburg, Florida
- PSU 308: Gulfport, Mississippi
- PSU 309: Port Clinton, Ohio
- PSU 311: San Pedro, California
- PSU 313: Tacoma, Washington

Coast Guard PSUs are deployable units organized for sustained operations. They can deploy within 96 hours and establish operations within 24 hours. PSUs provide waterborne and limited land-based protection for shipping and critical port facilities at the end points of United States’ Sea Lines of Communication (SLOCs).

Each PSU is staffed by 117 selected reservists and 5 active duty personnel. PSUs are organized to provide for command and control, waterborne security, shore security, and logistics support. Personnel prepare for contingency operations during 60 regular IDT periods and normally participate in either an exercise or specialized training during 15 days of annual ADT.

All Coast Guard personnel assigned to a PSU complete a 2-week PSU Basic Skills Course that includes field operations, individual and squad defensive tactics, weapons handling and qualification, and general military training. During the first year every person must complete professional qualification standards, a guided on-the-job training program that correlates with an individual’s assignments at the PSU.
The TAO in the Naval Coastal Warfare (NCW) environment is the direct representative of a Commanding Officer for the tactical employment of waterborne and integrated shore-side security assets in defense of a High Value Asset (HVA). The TAO is a collateral-duty watch that the officers and senior enlisted members of the command stand when the PSU is performing its mission.

The PSU community initiated this project when it recognized that there was a lack of clear performance standards for a prospective TAO to follow for qualification. They engaged the Performance Technology Center (PTC) to define the performance requirements of the TAO and recommend performance interventions for developing and maintaining TAO qualification standards.
Review of Alignment

Requestor

The primary client and process owner for this project is G-OPD.

Roles in the Project

The major stakeholders in this project and their roles are identified in the table below.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>G-OPD</td>
<td>LCDR Kirk Schilling</td>
<td>POC for originator</td>
</tr>
<tr>
<td>G-WTT-1</td>
<td>LCDR Mark Ruckstuhl</td>
<td>G-WTT Liaison</td>
</tr>
<tr>
<td>PSU</td>
<td>CAPT Mike Seward</td>
<td>Subject Matter Expert</td>
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<tr>
<td></td>
<td>LCDR Lee Christopherson</td>
<td></td>
</tr>
<tr>
<td>PTC</td>
<td>Anita Moseley</td>
<td>Performance Analyst</td>
</tr>
<tr>
<td></td>
<td>SCPO Len Guenther</td>
<td></td>
</tr>
</tbody>
</table>

Project Responsibilities

The following table displays the responsibilities of different organizational entities for the analysis, design and development of performance interventions.

<table>
<thead>
<tr>
<th>Who:</th>
<th>Provide What:</th>
</tr>
</thead>
<tbody>
<tr>
<td>G-OPD</td>
<td>• Program guidance for duration of the development of performance interventions</td>
</tr>
<tr>
<td>G-WTR</td>
<td>• Project funding</td>
</tr>
<tr>
<td>G-WTT</td>
<td>• Project support and liaison within the Headquarters building</td>
</tr>
<tr>
<td>USCG Port Security</td>
<td>• Documents and procedural clarifications necessary for the</td>
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<tr>
<td>Unit Training</td>
<td>analysis</td>
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<tr>
<td>Detachment</td>
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<tr>
<td>LANTD5 (Aofp),</td>
<td>• Identification of accomplished performers</td>
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<td>PACAREA (Pof)</td>
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<tr>
<td>PTC</td>
<td>• Analysts for the project</td>
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<td></td>
<td>• Training and/or performance intervention recommendations</td>
</tr>
<tr>
<td></td>
<td>based on analysis</td>
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<td></td>
<td>• Progress reports as desired</td>
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</tbody>
</table>
Review of Alignment, continued

Funding
Agreements

G-WTR provided the funding for the project.

Scope

The focus was on the world of work of the PSU TAO.

That focus required PTC analysts to interview accomplished performers from as many Port Security Units as feasible. Analysts interviewed fifteen TAOs from PSUs 305, 307, 309, 311, and 313 during deployments at Concord Naval Weapons Station, California and Guantanamo Bay, Cuba and a workshop held at Yorktown, Virginia. PSU 308 was unable to send any TAOs to the workshop due to preparations for upcoming Bahrain deployment.
Methodology

Analysis Type

PTC analysts used the NPP FEA model to investigate TAO performance. This methodology is used for two important reasons:

- The NPP FEA model focuses analysis efforts on cost effective performance on the job.
- NPP FEA is part of a larger Accomplishment Based Curriculum Development (ABCD) model. Its design and development models allow course designers to develop performance-based training firmly grounded in job aids.

Documentation Reviewed

Analysts reviewed the following documentation during the course of this effort.

<table>
<thead>
<tr>
<th>Documentation</th>
<th>Materials Provided and Reviewed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy and Doctrine</td>
<td>(a) CG-3303C-30, Port Security Specialist Performance Qualifications</td>
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<tr>
<td></td>
<td>(b) COMDTINST 1540.11, Port Security Unit (PSU) Personnél Qualification Standards (PQS)</td>
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<tr>
<td></td>
<td>(c) COMDTINST 3501.49A, Required Operational Capability (ROC) and Projected Operational Environment (POE) for the Coast Guard Port Security Unit</td>
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<tr>
<td></td>
<td>(d) COMDTINST 3501.51A, Coast Guard Port Security Unit Status of Resources and Training Systems Decision Aid</td>
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<tr>
<td></td>
<td>(e) COMDTINST M3501.53, Port Security Unit (PSU) Operational Doctrine</td>
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<tr>
<td></td>
<td>(f) COMDTINST M4081.8A, Operational Logistics Support Plan (OLSP) for Port Security Units</td>
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<tr>
<td></td>
<td>(g) COMDTINST M16000 (series), Marine Safety Manual, Chapter 7, Port Security Tactics</td>
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<tr>
<td></td>
<td>(h) COMDTINST M16247 (series), Maritime Law Enforcement Manual (MLEM)</td>
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<tr>
<td></td>
<td>(i) NTTP 3-10.1, Appendix C, NCW Defensive Boat Tactics, Annexes 1-13 (Draft)</td>
</tr>
<tr>
<td></td>
<td>(j) NWP 1-03.3, Status of Resources and Training System (SORTS)</td>
</tr>
<tr>
<td></td>
<td>(k) NWP 3-10 (REV.A), Naval Coastal Warfare</td>
</tr>
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</table>
# Methodology, continued

## Documentation Reviewed, continued

<table>
<thead>
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<th>Documentation</th>
<th>Materials Provided and Reviewed</th>
</tr>
</thead>
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<tr>
<td>Policy and Doctrine, continued</td>
<td>(l) NWP 3-10.1, Tactics, Techniques and Procedures (TTP) for Naval Coastal Warfare (NCW) Operations (Draft)</td>
</tr>
<tr>
<td></td>
<td>(m) NWP 39, Naval Coast Warfare Doctrine</td>
</tr>
<tr>
<td></td>
<td>(n) OPNAVINST C3501.2J, Naval Warfare Mission Areas and Required Operational Capability/Projected Operational Environment Statements</td>
</tr>
<tr>
<td>Miscellaneous Documents</td>
<td>• Naval Coastal Warfare Tactical Action Officer (TAO) Seminars, Vessel Traffic Service School, USCG Integrated Support Command Seattle, WA</td>
</tr>
<tr>
<td></td>
<td>• Port Security Unit 305 Organization Manual and Standard Operating Procedures</td>
</tr>
<tr>
<td></td>
<td>• Port Security Unit 305 Quick Response Checklists</td>
</tr>
<tr>
<td></td>
<td>• Port Security Unit Instruction 3121.1, Commanding Officer’s Standing Orders for the Command Duty Officer (CDO) and Tactical Action Officer (TAO)</td>
</tr>
<tr>
<td></td>
<td>• PSU Tactical Action Officer Job Task Analysis</td>
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<td></td>
<td>• TAO Course Unit Objectives</td>
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<tr>
<td></td>
<td>• U.S. Coast Guard Port Security Unit Training Conference, PSU Training Detachment, Marine Corp Base, Camp Lejeune</td>
</tr>
</tbody>
</table>
Methodology, continued

Selection of Accomplished Performers
The Accomplished Performer (AP) is described as the worker who routinely performs at or above standard and is often referred to as the best performer now on the job. The AP performs the most important role in an analysis project. The AP’s behavior is the model for the performance of the job being analyzed. Each PSU provided G-OPD with a list of APs for this study.

Interview of APs and Sites Visited
The following table shows the sites that were visited, the personnel interviewed, and the purpose of the visit.

<table>
<thead>
<tr>
<th>Sites Visited</th>
<th>Interviewees</th>
<th>Purpose</th>
</tr>
</thead>
</table>
| Concord Naval Weapons Station, Concord, CA | LT Mike Arnold  
CPO David Larkin  
QM1 Brian Hunt | Interview TAO accomplished performers from PSU 313 during a deployment |
| Guantanamo Bay Naval Base, Cuba    | CDR Robert Grabb  
LCDR Lee Hanford  
LCDR Karl Leonard  
LT Charlie Davis  
LT Ronzelle Green  
LTJG Scott Toves  
CPO Walter Haven  
CPO Bob Jenks  
BM3 Kwang Lee  
BM3 Jan Rude  
PS3 Julie Litalien | Interview Commanding Officer of PSU 305  
Interview TAO accomplished performers from PSU 305 during a deployment  
Interview TPSB crew from PSU 305 during a patrol |
| Performance Technology Center, Yorktown, VA | CDR Rick Thomas  
LCDR Don Huenefeld  
LCDR Scott McKinley  
LT Dan Clark  
MCPO Neil Holmdahl | Interview TAO accomplished performers from PSUs 307, 309, 311, and 313 at workshop using GroupSystems collaborative software |
| PSU Training Detachment, Marine Corps Base, Camp Lejuene, NC | CAPT Mike Seward  
LCDR Lee Christopherson | Interview Subject Matter Experts at project alignment meeting |
Major Accomplishments and Tasks for TAOs

**Major Accomplishment Definition**

Major accomplishments are the results or outputs that make up a job. One job will usually have several major accomplishments. This analysis looked at the three major accomplishments dealing with the duties of TAO.

**Task Definition**

Tasks are the activities that are required to produce a major accomplishment. One major accomplishment usually has several tasks. Each task has two or more steps. Task-to-steps breakdown is provided in Appendix B.

<table>
<thead>
<tr>
<th>Job</th>
<th>Major Accomplishment</th>
<th>Task</th>
</tr>
</thead>
</table>
| **TAO Watchstander** | A. Communication with NCW assets established and transmissions successful | 1. Make radio transmissions  
2. Handle classified materials  
3. Execute Emission Controls (EMCON) Plan  
5. Operate PRC radio system  
6. Conduct briefings |
| | B. Force protection in readiness condition. | 1. Direct assigned NCW water-borne assets  
2. Coordinate Visit Board Search Seizure (VBSS) activities  
3. Determine key threat axis and deploy assets accordingly  
4. Make Threat Assessment/Contacts of Interest (COI)  
5. Plan for contingency operations  
6. Coordinate and manage waterside reaction and security zones  
7. Maintain communications with landside security element  
8. Maintain log book and status boards  
9. Act as a clearinghouse for intelligence  
10. Conduct groundtruthing (area familiarization)  
11. Plot waterside/land side restricted areas  
12. Plan inner/outer patrols  
13. Plan anchorage patrols  
14. Plan vessel escort sortie  
15. Request fire support  
16. Coordinate friendly forces  
17. Follow Rules of Engagement (ROE), Standing Rules of Engagement (SROE), Use of Force Policy  
18. Disseminate and enforce arming order |
## Major Accomplishments and Tasks for TAOs, continued

<table>
<thead>
<tr>
<th>Job</th>
<th>Major Accomplishment</th>
<th>Task</th>
</tr>
</thead>
</table>
| TAO Watchstander, continued | C. OPCEN functionality optimized for TAO watch | 1. Supervise assigned subordinate watchstanders  
2. Conduct briefings/debriefings  
3. Collate intelligence picture and initiate appropriate responses  
4. Disseminate incoming information to senior and subordinate assets and cooperating commands  
5. Execute Tactical Control (TACON) of assigned afloat assets  
6. Execute Operational Control (OPCON) of assigned afloat assets  
7. Act as SAR Mission Coordinator (SMC)  
8. Track asset status  
9. Conduct emergency destruction of equipment  
10. Act as liaison to participating NCW assets (e.g., Mobile Inshore Undersea Warfare Unit (MIUWU), Tactical Operations Center (TOC), Harbor Defense Command (HDC)) |
# Tactical Action Officer

## Findings

### Findings for TAOs

The following are the performance-related findings in the four categories of Skill/Knowledge, Environmental, Motivation/Incentive, and Assignment/Selection influences on TAO performance. This is a summary of performance deficiency data found in the analysis and is the basis for recommending performance interventions.

### Skill/Knowledge Definition

Skill and knowledge influences on performance are the cognitive information, abilities or discrimination processes, which a performer must have memorized, or have immediately accessible to accomplish a task.

### Skill/Knowledge Findings

<table>
<thead>
<tr>
<th>S/K</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>S/K 1</td>
<td>Standard job performance requirements for TAOs do not exist. The PSU Personnel Qualification Standards (PQS) (COMDTINST M1540.11) is divided into sections to cover general/fundamental knowledge issues that are applicable to all personnel and watchstation specific training. The PSU Master Training List requires officers assigned to a PSU to complete Section 1.2, Tactical Action Officer, of the PSU PQS. The TAO watchstation section in the PQS does not provide a comprehensive description of the TAO job. Furthermore, it includes qualification vice performance standards.</td>
</tr>
<tr>
<td>S/K 2</td>
<td>On-the-job training (OJT) is currently the primary method of TAO training. The PSU uses the existing PQS as a baseline reference to qualify a TAO. Individual units supplement the PQS with other documents based on their deployment experiences. Because the PQS does not provide a comprehensive job description, there is a lack of uniform core competencies defining the role of a TAO. The result is that OJT and ultimately TAO skills vary from unit to unit.</td>
</tr>
<tr>
<td>S/K 3</td>
<td>One of the primary roles of the TAO is to execute tactical control (TACON) of assigned afloat assets, most commonly a TPSB. It is critical that the TAO have skill and/or knowledge regarding boat and boat crew capabilities and</td>
</tr>
</tbody>
</table>
Skill/Knowledge Findings, continued

S/K 3, continued

- procedures. There are currently no requirements for prospective or qualified TAOs to spend time underway on the TPSB to gain that experience.

S/K 4

- The tasks a TAO must follow vary depending on the situation encountered during a deployment. The tasks range in complexity from “high” involving many steps, judgment, decision-making, and rule application with exceptions, to “low” involving few steps and application of rules with no exceptions. Task frequency is dependent on the deployment scenario. The consequences of error when performing most tasks were high to devastating. This variation in tasks necessitates different approaches to how the skill/knowledge is received and stored by the TAO. The major accomplishments of a TAO identified in this study are communication with NCW assets, force protection, and OPCEN management. We identified 34 tasks under these three major accomplishments. (See list of major accomplishments and tasks on page 11.)

Environmental Definition

Environmental influences on performance are the workplace provided factors of policies, procedures, instrumentation, ergonomics, tools, and climate, which facilitate the accomplishment of a task.

Environmental Findings

ENV 1

- A prospective TAO lacks the clear guidance that standard performance requirements would provide them.

ENV 2

- The process used to qualify a TAO is not standardized. It varies from unit to unit.

ENV 3

- Any TAO training conducted away from the PSU competes with their primary unit responsibilities for available drill time.
Tactical Action Officer

Findings, continued

Environmental Findings, continued

ENV 4  ● Reserve officers typically serve one tour at a PSU due to the rotation policy. In contrast, the enlisted members may spend their entire career at a PSU. Consequently, the corporate knowledge for the unit resides with the enlisted workforce, yet PSUs do not take formal advantage of this knowledge resource. Ultimately, the initiative rests with the TAO or prospective TAO to see the value of that asset. The TAO’s lack of initiative in using this asset also may be an M/I influence, given the traditional gap of the officer-enlisted relationship in the military command structure.

ENV 5  ● Currently, it is each PSU’s responsibility to develop its own job aids for the many contingencies the TAO may encounter during a deployment. This situation creates duplication of effort and a non-standardized approach throughout the PSU community.

Motivation/Incentive Definition

Motivation/Incentive (M/I) influences on performance are the intrinsic and/or extrinsic factors that may influence a performer to conduct or not conduct a task. Typically, motivation/incentive influences include feedback, recognition, independence, and monetary/non-monetary rewards.

M/I 1  ● Each PSU junior officer is expected to stand the TAO watch. The TAO is a collateral duty position with a high level of responsibility. It exposes the junior officer to career risks with no specific reward. The TAO position is at the heart of the PSU mission when deployed; it is analogous to the conning officer onboard a ship. Unfortunately, it is a collateral duty that competes with the officer’s primary job for professional development time.

M/I 2  ● Tactical control of the TPSB is central to the TAO job. However, spending underway time patrolling with the boat crews to become intimately familiar with their capabilities is not a standard requirement for TAO qualification. Consequently, this lack of practical experience hinders the TAO’s ability to coordinate waterborne assets and to establish a rapport with the boat coxswain and crew.
Tactical Action Officer  
*Findings, continued*

**Assignment and Selection**

**Definition**
Assignment and Selection (A/S) influences on performance are those elements that address personnel requirements and/or standards for an existing position or a position to be created.

**Assignment and Selection**

**A/S 1**
The existing assignment process does not consistently permit PSU Commanding Officers the latitude to select the officers with the background and experience level needed to perform as a TAO.

**A/S 2**
The existing selection process does not involve a collectively developed standardized set of criteria for selecting officers that fully considers the background and experience level needed to perform as a TAO, and it is therefore prone to subjectivity. Neglecting to consider background and experience factors negatively impacts the time it takes a junior officer to qualify as a TAO watchstander as well as the ultimate level of performance achieved.
**Tactical Action Officer**

**Recommendations**

**Skills/Knowledge Interventions**

We make the following recommendation to preclude skill/knowledge barriers to the performance of TAOs.

**S/K 1**
- Develop job performance requirements for TAOs using both Section 1.2 of the PSU PQS and the task listing on page 11 as a baseline. The requirements should address all conceivable contingencies. Since each PSU has different deployment experiences, representatives from each PSU should be included in the development of TAO performance requirements.

**S/K 2**
- Establish a formal process to qualify TAOs that is standard throughout the PSU community. This process should include as a minimum: performance qualification standards, job aids training, break-in watch(s), and underway time with boat coxswain and crew on a TPSB. The qualification process should culminate with a scenario-based board.

**S/K 3**
- Recommend underway time with the boat coxswain and crew on a TPSB as a performance requirement for TAOs. The TAO will become familiar with the area as well as the experience level and capabilities of the boat crew.

**S/K 4**
- Design and develop the following performance interventions for tasks identified in Appendix A. We have provided design input in Appendix B:
  - Train to memory for 12 tasks
  - Use job aids with extensive training for 20 tasks
  - Use job aids with introductory training for 2 tasks
- Recommend these performance interventions be scenario-based to support the different situations a TAO may encounter during a deployment.
Tactical Action Officer

Recommendations, continued

Environmental Interventions

We make the following recommendations to preclude environmental barriers to performance for TAOs.

ENV 1 • Establish Performance Qualification Standards for TAOs.

ENV 2 • Establish a standardized process for qualifying a TAO.

ENV 3 • Once standards and a qualification process have been established for TAOs, recommend the following:

   □ Incorporate TAO “Performance” Qualification Standards in the current on-the-job training program during the unit’s scheduled IDT drill time.
   □ Formalize TAO “Performance” Qualification Standards as part of scheduled scenario-based exercises conducted during ADT drill time.

ENV 4 • Recommend units establish a mentoring program or at a minimum provide incentives for mentorship between TAOs/prospective TAOs and experienced enlisted members to foster learning and esprit de corps.

ENV 5 • Convene a panel of experienced members from each PSU to develop a generic set of job aids using the Job Aids Workshop (JAWS) methodology. Job aids should follow the appropriate references and cover all conceivable contingencies that the TAO and/or the unit may encounter. The unit would modify the job aids for each deployment to meet the changing situations. PSU 305 has developed a generic set of Quick Response Checklists (QRC) that would serve as a benchmark for these job aids.

   • Recommend panel members learn the JAWS methodology by attending training offered by the PTC to provide them with a common framework for developing the job aids.
We make the following recommendations to preclude motivation/incentive barriers to performance for TAOs.

**M/I 1**
- Recommend the CG/PSU community emphasize the importance and value of the TAO function as a critical skill set. Elevate the importance of the TAO position by establishing a qualification code designation upon successful completion of the process identified in S/K 2 on page 17 of this report. This qualification code will provide Human Resource Managers the ability to identify personnel who are no longer at PSUs but have attained PSU TAO qualification.

**M/I 2**
- For prospective TAOs to become intimately familiar with the capabilities of the TPSB and the skills of her crew, the TAO qualification process must require underway time on the TPSBs to give the officer first-hand experience. The unit command should also require and provide incentives for qualified TAOs to spend a certain number of hours underway. Required underway time would promote a desired level of teamwork between the TAO and the boat crew.
**Tactical Action Officer**  
*Recommendations, continued*

**Assignment and Selection Interventions**  
We make the following recommendations to preclude assignment and selection barriers to performance for TAOs.

**A/S 1**  
- Recommend area commanders develop assignment policy for junior officers (prospective TAOs) that would provide Commanding Officers with sufficient latitude to fully evaluate perspective officers prior to accepting them into their units.

**A/S 2**  
- Recommend all PSU commanding officers and executive officers collaborate to establish a set of selection criteria for junior officers (prospective TAOs) that would:
  - Ensure that junior officers entering the PSU program have the attributes required to successfully perform the TAO function. APs defined these attributes as communication skills, lifelong learning mind-set, and military bearing.
  - Factor in past achievement and job experience. APs gave the following examples of past achievement/job experience: security/intelligence background, and SAR coordinator, small boat, and MLE experience.
Plans for Next Phase

Next Phase
Following submission of this report, the PTC will continue to support the analysis effort. The plan for the next phase of the project includes:

- Project briefing to G-OPD with a decisional output regarding next steps.
- Consult in design of those performance interventions selected.

Future Action
Design and development of the recommended solution sets are beyond the scope and funding of this analysis project. Nonetheless, Appendices A and B provide the major accomplishment, task, and step level information required to develop performance interventions. Appendix C is made up of the exact comments APs made regarding positive and negative influences on task performance during the TAO Workshop. These comments will help developers put the tasks in context with the whole TAO job as well as provide background information for scenario based training development.

The next step in this process is to develop an Instructional Plan (IP) for identifying costs associated with proposed performance solutions. PTC personnel can develop that IP. Depending on current work schedules, they can also assist with implementing skill and knowledge recommendations or facilitate a contract for that effort.
Plans for Next Phase

**Coast Guard-wide Impact**

We foresee a measurable improvement in the performance of Tactical Action Officers during PSU deployments if the recommendations, accomplishments, and tasks are used as the basis for the development of job aids and instructional support.

Homeland Security initiatives and the establishment of the Maritime Safety and Security Teams (MSSTs) will affect the need for formal TAO training. Four MSSTs are projected to go online in FY02, two more requested in FY03, and six in FY04. The MSSTs draw on the PSU and TACLET programs for an organizational model and will have a TAO watchstander during deployments. When all twelve of the MSSTs are activated, the requirement for TAO development will double from a PSU average of fifteen TAOs per year to nearly thirty based on population size and assignment rotation of PSUs and MSSTs. This increased requirement for TAO development may justify formal TAO training using the design and development material provided in the appendices of this report.

At a minimum, this report’s recommendations and appendices could provide a foundation for TAO qualification and development at MSSTs.
Appendix A – Performance Interventions for TAO Major Accomplishments and Tasks

The task listing for each major accomplishment was filtered through a *job aid versus memory* decision matrix to determine whether to store the information in long-term memory or job aid.

A job aid is a storage place, other than memory, for information used on the job. Reasons for a job aid include: regulation/policy requirement, low frequency of task or high consequences, high complexity, and/or high change, and when means are available to minimize the barriers to job aiding.

- Job aid with introductory training should be presented in a formal way with a run-through on how it should be used.
- Job aid with extensive training requires considerable and careful training support to enable its use and may include sub-skills that are new to the worker.

The results of this filter are provided in the far right column entitled "Performance Interventions."

<table>
<thead>
<tr>
<th>Job Major Accomplishment</th>
<th>Task</th>
<th>Performance Interventions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactical Action Officer (TAO)</td>
<td>A. Communication with NCW assets established and transmissions successful</td>
<td>1. Make radio transmissions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Handle classified materials</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Execute Emission Controls (EMCON) Plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Receive intelligence via NIPRNET/SIPRNET</td>
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<tr>
<td></td>
<td></td>
<td>5. Operate PRC radio system</td>
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<tr>
<td></td>
<td></td>
<td>6. Conduct briefings (assets)</td>
</tr>
<tr>
<td>B. Force protection in readiness condition</td>
<td>1. Direct NCW water-borne assets</td>
<td>Use Job Aid w/ Extensive Training</td>
</tr>
<tr>
<td></td>
<td>2. Coordinate Visit Board Search Seizure (VBSS) activities</td>
<td>Use Job Aid w/ Extensive Training</td>
</tr>
<tr>
<td></td>
<td>3. Determine key threat axis and deploy assets accordingly</td>
<td>Train to Memory</td>
</tr>
<tr>
<td></td>
<td>4. Make Threat Assessments/Contacts of Interest (COI)</td>
<td>Use Job Aid w/ Extensive Training</td>
</tr>
</tbody>
</table>
Appendix A – Performance Interventions for TAO Major Accomplishments and Tasks

Performance Interventions, continued

<table>
<thead>
<tr>
<th>Job</th>
<th>Major Accomplishment</th>
<th>Task</th>
<th>Performance Interventions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactical Action Officer (TAO), continued</td>
<td>B. Force protection in readiness condition, continued</td>
<td>5. Plan for contingency operations</td>
<td>Use Job Aid w/ Extensive Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6. Coordinate and manage waterside Reaction and Security Zones</td>
<td>Use Job Aid w/ Extensive Training</td>
</tr>
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<td></td>
<td></td>
<td>7. Maintain communications with landside security element</td>
<td>Use Job Aid w/ Extensive Training</td>
</tr>
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<td></td>
<td></td>
<td>8. Maintain log book and status board</td>
<td>Use Job Aid w/ Extensive Training</td>
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<td></td>
<td></td>
<td>9. Act as a clearinghouse for intelligence</td>
<td>Use Job Aid w/ Extensive Training</td>
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<td></td>
<td></td>
<td>10. Conduct groundtruthing (area familiarization)</td>
<td>Use Job Aid w/ Extensive Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>11. Plot waterside/landside restricted areas</td>
<td>Use Job Aid w/ Introductory Training</td>
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<tr>
<td></td>
<td></td>
<td>12. Plan inner/outer harbor patrols</td>
<td>Train to Memory</td>
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<tr>
<td></td>
<td></td>
<td>13. Plan anchorage patrols</td>
<td>Use Job Aid w/ Introductory Training</td>
</tr>
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<td></td>
<td></td>
<td>14. Plan vessel escort sortie</td>
<td>Use Job Aid w/ Extensive Training</td>
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<td></td>
<td>15. Request fire support</td>
<td>Train to Memory</td>
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<td></td>
<td></td>
<td>16. Coordinate friendly forces</td>
<td>Train to Memory</td>
</tr>
<tr>
<td></td>
<td></td>
<td>17. Follow Rules of Engagement (ROE), Standing Rules of Engagement (SROE), Use of Force</td>
<td>Train to Memory</td>
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<tr>
<td></td>
<td></td>
<td>18. Disseminate and enforce arming order</td>
<td>Use Job Aid w/ Extensive Training</td>
</tr>
<tr>
<td>C. OPCEN functionality optimized for TAO watch</td>
<td>1. Supervise assigned subordinate watchstanders</td>
<td>Use Job Aid w/ Extensive Training</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Conduct briefings/debriefings (watch)</td>
<td>Use Job Aid w/ Extensive Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Collate intelligence picture and initiate appropriate responses</td>
<td>Train to Memory</td>
</tr>
</tbody>
</table>
# Appendix A – Performance Interventions for TAO Major Accomplishments and Tasks

Performance Interventions, continued

<table>
<thead>
<tr>
<th>Job</th>
<th>Major Accomplishment</th>
<th>Task</th>
<th>Performance Interventions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactical Action Officer (TAO), continued</td>
<td>C. OPCEN functionality optimized for TAO watch, continued</td>
<td>4. Disseminate incoming information to senior and subordinate assets and cooperating commands</td>
<td>Train to Memory</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. Execute TACON (Tactical Control) of assigned afloat assets</td>
<td>Train to Memory</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6. Execute Operational Control (OPCON) of assigned afloat assets</td>
<td>Use Job Aid w/ Extensive Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7. Act as SAR Mission Coordinator</td>
<td>Train to Memory</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8. Track asset status</td>
<td>Use Job Aid w/ Extensive Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9. Conduct emergency destruction of equipment</td>
<td>Train to Memory</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10. Act as liaison to participating NCW assets (e.g., MIUWU, TOC, HDC)</td>
<td>Use Job Aid w/ Extensive Training</td>
</tr>
</tbody>
</table>
Appendix B – Design Input for Performance Interventions

Major Accomplishment A

Communication with NCW (Naval Coastal Warfare) assets established and transmissions successful

Task 1

Make radio transmissions

Steps

1. Turn on radio and ensure it’s functional.
2. Ensure proper settings (e.g., frequency, code).
3. Identify radio audience and self.
4. Speak into microphone to targeted asset(s) using proper radio etiquette in accordance with the published communications plan.
5. Transmit using proper radio terminology and procedures.
6. Terminate communication.
7. Listen for appropriate response.
8. Monitor further radio communications.

Prerequisites

- Basic radiotelephone communications procedures
- Familiarization with specific equipment
- Communications security programs and measures

References

- Radiotelephone Communications Handbook, COMDTINST 2300.7
- Classified Information Management Program, COMDTINST M5510.23
- Communications Instructions, Radiotelephone Procedures (U.S.), ACP-125
- Port Security Unit (PSU) Essential Skills Handbook, Command and Control
## Appendix B – Design Input for Performance Interventions

<table>
<thead>
<tr>
<th>Major Accomplishment A</th>
<th>Communication with NCW assets established and transmissions successful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 2</td>
<td>Handle classified materials</td>
</tr>
<tr>
<td><strong>Steps</strong></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Access list in accordance with security clearances.</td>
</tr>
<tr>
<td>2.</td>
<td>Identify proper storage prior to receipt of documents.</td>
</tr>
<tr>
<td>3.</td>
<td>Sign receipt of classified traffic.</td>
</tr>
<tr>
<td>4.</td>
<td>Properly handle traffic to your location.</td>
</tr>
<tr>
<td>5.</td>
<td>Open traffic at secure location with availability of personnel having proper security clearance.</td>
</tr>
<tr>
<td>6.</td>
<td>Maintain custody of classified traffic until stored in proper security container.</td>
</tr>
<tr>
<td><strong>Prerequisites</strong></td>
<td></td>
</tr>
<tr>
<td>□</td>
<td>Basic Classified Materials handling procedures</td>
</tr>
<tr>
<td>□</td>
<td>Security Clearance requirement</td>
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<tr>
<td><strong>References</strong></td>
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<tr>
<td>□</td>
<td>Port Security Unit (PSU) Essential Skills Handbook, Command and Control</td>
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<tr>
<td>□</td>
<td>Communications Instructions, Security, ACP-122</td>
</tr>
<tr>
<td>□</td>
<td>Classified Information Management Program, COMDTINST M5510.23</td>
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</table>
Appendix B – Design Input for Performance Interventions

<table>
<thead>
<tr>
<th>Major Accomplishment A</th>
<th>Communication with NCW assets established and transmissions successful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 3</td>
<td>Execute Emission Controls (EMCON) Plan</td>
</tr>
<tr>
<td>Steps</td>
<td>1. Review unit/higher command requirements and procedures.</td>
</tr>
<tr>
<td></td>
<td>2. Recognize when violation/problem has occurred.</td>
</tr>
<tr>
<td></td>
<td>3. Advise radio watch.</td>
</tr>
<tr>
<td></td>
<td>4. Determine level of violation.</td>
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<td></td>
<td>5. Determine corrective action to be taken.</td>
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<tr>
<td></td>
<td>6. Draft appropriate response or messages answering the violation.</td>
</tr>
</tbody>
</table>

Prerequisites
- Knowledge of EMCON rules, responsibilities, and procedures
- Familiarization with specific radio equipment

References
- Port Security Unit (PSU) Essential Skills Handbook, Command and Control
Appendix B – Design Input for Performance Interventions

Major Accomplishment A
Communication with NCW assets established and transmissions successful

Task 4
Receive intelligence via NIPRNET/SIPRNET

Steps
1. Read intelligence.
3. Report to Operations Officer.
4. Notify TPSBs.
5. Make preparations for next briefing to include intelligence.
6. Disseminate and destroy intelligence received in accordance with approved method for classified traffic.

Prerequisites
- Familiarization with specific equipment
- Security Clearance requirement
- Basic Classified Materials handling procedures
- SIPRNET system and computer security procedures

References
- Classified Information Management Program, COMDTINST M5510.23
## Appendix B – Design Input for Performance Interventions

<table>
<thead>
<tr>
<th>Major Accomplishment A</th>
<th>Communication with NCW assets established and transmissions successful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 5</td>
<td>Operate PRC radio system</td>
</tr>
</tbody>
</table>

### Steps
1. Ensure unit is powered on and operational.
2. Determine if operating in open or secure/encrypted mode.
3. Select proper channel (net).
4. Ensure area is free of personnel who do not have security clearances if not using headset and encrypted.
5. Pick up microphone and depress key to transmit.
6. Adjust volume on hearing reply.
7. Consult a Telecommunications Specialist (TC) to troubleshoot as necessary if transmission is not getting through.

### Prerequisites
- Basic radiotelephone communications procedures
- Familiarization with specific equipment
- Security Clearance requirement

### References
- Radiotelephone Communications Handbook, COMDTINST 2300.7
- Classified Information Management Program, COMDTINST M5510.23
Appendix B – Design Input for Performance Interventions

Major Accomplishment A

Communication with NCW assets established and transmissions successful

Task 6

Conduct briefing (asset)

Steps

1. Identify audience.
2. Identify location and time of brief.
3. Gather presentation tools.
4. Gather information needed to make presentation.
5. Review message board.
7. Organize brief. If briefing a boat crew, use the format of SMEAC (situation, mission, execution, administration, communications).
8. Present brief to knowledgeable source for review.
9. Edit brief, if necessary.
10. Set proper procedures if briefing classified information.
12. Receive feedback/questions.

Prerequisites

- Basic communications skills
- Knowledge of asset specifications/capabilities

References

- Port Security Unit (PSU) Operational Doctrine, COMDTINST M3501.53A
- Classified Information Management Program, COMDTINST M5510.23
Appendix B – Design Input for Performance Interventions

Major Accomplishment B

Force protection in readiness condition

Task 1

Direct assigned NCW water-borne assets

Steps

1. Identify area of responsibility (AOR) to include safety, security, and reaction zones.
2. Identify assets under tactical control of TAO.
3. Identify TAO chain of command.
4. Ensure all assets/crews are familiar with and understand ROE and arming orders.
5. Ensure all communications with assigned assets are installed and functional.
6. Communicate with assets and direct or recommend as appropriate their actions to carry out mission and conduct additional tasking (supervise and task asset movement, position and actions to be carried out).
7. Conduct pre- and post- underway briefs with asset crews for dissemination of pertinent information and gathering of intelligence and other information.

Prerequisites

- Completion of PSU Personnel Qualifications Standards
- Basic communications skills
- Basic navigation and charting skills
- Basic radiotelephone communications procedures
- Basic Search and Rescue (SAR) procedures
- Knowledge of asset specifications/capabilities
- Knowledge of weapons systems and employment capabilities and limitations

References

- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Maritime Law Enforcement Manual, COMDTINST M16247.1
- Naval Coastal Warfare Doctrine, NWP 39 (Rev. A)
Appendix B – Design Input for Performance Interventions

Major Accomplishment B

Force protection in readiness condition

Task 2

Coordinate Visit Board Search Seizure (VBSS) activities

Steps

1. Identify entity (vessel) to receive VBSS.
2. Identify asset to conduct VBSS.
3. Obtain appropriate authorization to conduct VBSS (host nation, senior NCW command etc.).
4. Task appropriate asset (may be standby, ready, or extra asset) to conduct VBSS.
5. Monitor and conduct appropriate radio communications related to VBSS.
6. Acknowledge termination of VBSS.
7. Disseminate information obtained from crew findings related to VBSS to appropriate commands, units and host nation.
8. Debrief crew that conducted VBSS.
9. Maintain accurate log of activities conducted related to VBSS.

Prerequisites

- Completion of PSU PQS
- Basic communications skills
- Basic radiotelephone communications procedures
- Knowledge of asset specifications/capabilities
- Knowledge of boarding procedures
- Knowledge of Rules of Engagement (ROE)/Use of Force, Standing Rules of Engagement (SROE) and/or Theater specific ROE and collective self defense under Law of Armed Conflict (LOAC)

References

- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Port Security Unit (PSU) Personnel Qualification Standards, COMDTINST M1540.11
- Maritime Law Enforcement Manual, COMDTINST M16247.1
Appendix B – Design Input for Performance Interventions

Major Accomplishment B

Force protection in readiness condition

Task 3

Determine key threat axis and deploy assets accordingly

Steps

1. Gather intelligence of threat to include composition, disposition and strength based on size, activity, location, unit, time and equipment (SALUTE).
2. Identify capabilities and limitations to defend, reinforce, attack, withdraw, and delay.
3. Determine enemy's most probable course of action as well as alternative actions (asymmetric threats).
4. Brief deployable asset of situation, mission, execution, administration and logistics, command and signal.
5. Initiate layered defense initially (zone) if HVA is to be protected.
6. Establish plan to direct assets to defined area and employ grenades if anti-swimmer deterrent is needed.
7. Coordinate assets if HVA is to be escorted, knowing Q routes, communications, start/stop and/or handoff locations.

Prerequisites

- Basic communications skills
- Basic radiotelephone communications procedures
- Knowledge of asset specifications/capabilities
- Security Clearance requirement
- Completion of PSU PQS

References

- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Maritime Law Enforcement Manual, COMDTINST M16247.1
Appendix B – Design Input for Performance Interventions

Major Accomplishment B

Force protection in readiness condition

Task 4

Make Threat Assessment/Contacts of Interest (COI)

Steps

1. Gather information from higher command or friendly force about threat or COI.
2. Verify threat.
3. Advise Intelligence or Harbor Defense Command Unit (HDCU) (if available) to gain additional information about contact/vessel/threat with current THREATCON.
4. Document threats/COI with locations/descriptions/last known operating area/last known port calls/flag of ship/nationality of threat/COI.
5. Prepare Operation Order (5 PARA OPORD).
7. Deploy assets if required or tasked.

Prerequisites

- Basic communications skills
- Basic radiotelephone communications procedures
- Knowledge of asset specifications/capabilities
- Completion of PSU PQS

References

- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Port Security Unit (PSU) Personnel Qualification Standards (PQS), COMDTINST M1540.11
- Maritime Law Enforcement Manual, COMDTINST M16247.1
Appendix B – Design Input for Performance Interventions

**Major Accomplishment B**

Force protection in readiness condition

**Task 5**

Plan for contingency operations

**Steps**

1. Determine your AOR(s).
2. Obtain charts/maps/local information.
3. Identify your HVA(s) in each AOR.
4. Determine the possible contingencies that could happen for each AOR.
5. Methodically plan contingency in each AOR.
6. Once compiled, review each contingency plan for changes/modification.
7. Publish contingency plans as part of an OPCEN Standard Operating Procedures (SOP).
8. Review periodically and update as needed.
9. Take all contingency plans for your theater of operation with you when deployed/assigned.
10. Review plans upon arrival and modify to fit current and local needs.
11. Review, modify, reconstruct during deployment as needed.
12. Maintain all versions of contingency plans for active library for various ports and for each AOR.

**Prerequisites**

- Knowledge of asset specifications/capabilities
- Knowledge of PSU/NCW units operations
- Completion of PSU PQS

**References**

- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Maritime Law Enforcement Manual, COMDTINST M16247.1
Appendix B – Design Input for Performance Interventions

Major Accomplishment B

Force protection in readiness condition

Task 6

Coordinate and manage waterside reaction and security zones

Steps

1. Determine your AOR and your mission.
2. Obtain maps, charts, local information and any other items to help determine your level of involvement.
3. Determine your assets, both yours and attached to you.
4. Determine asset capabilities (i.e., types of weapons, fields of fire).
5. Determine how you fit into the big picture.
6. Develop your plan(s) with all players having input to the big picture.
7. Establish zones, fields of fire, communications, codes, etc.
8. Determine the big and small pictures of your AOR.
9. Determine your ROE, SROE, and Use Of Force needs for your AOR.
10. Prepare written plan(s) and distribute to all, ensuring everyone understands.
11. Implement plan(s) and manage accordingly.
12. Modify and review periodically with all players.
13. Record good and bad results when action has to be taken

Prerequisites

- Basic communications skills
- Basic radiotelephone communications procedures
- Knowledge of asset specifications/capabilities
- Knowledge of ROE, SROE, and Use of Force

References

- Port Security Unit (PSU) Essential Skills Handbook, TPSB Operations and Tactics
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Joint Warfare of the Armed Forces of the United States, JCS Pub 1
- Standing Rules of Engagement for U.S. Forces, CJCSI 3121.01
- Maritime Law Enforcement Manual, COMDTINST M16247.1 (series)
Appendix B – Design Input for Performance Interventions

Major Accomplishment B

Force protection in readiness condition

Task 7

Maintain communications with landside security element

Steps

1. Establish what security elements are in place for TAO use.
2. Ensure person who will physically hand out radios and tactical control to TAO knows frequency plan.
3. Establish that each security element has a radio (i.e., each gun placement).
4. Conduct communications checks.
5. Once communications has been established with each security element, give expectations, clear concise.
6. Conduct operations normal radio check every 30 minutes or as operation dictates.

Prerequisites

- Basic communications skills
- Basic radiotelephone communications procedures
- Familiarization with specific equipment
- Knowledge shore side security and capabilities

References

- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Port Security Unit (PSU) Personnel Qualification Standards (PQS), COMDTINST M1540.11
- Maritime Law Enforcement Manual, COMDTINST M16247.1
### Appendix B – Design Input for Performance Interventions

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<tbody>
<tr>
<td>Task 8</td>
<td>Maintain log book and status board</td>
</tr>
<tr>
<td><strong>Steps</strong></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Use OPNAV form for smooth log, use green book for rough log.</td>
</tr>
<tr>
<td>3.</td>
<td>Record and maintain only significant traffic in communications log (SALUTE reports), conferring with TC and/or Communications Officer.</td>
</tr>
<tr>
<td>4.</td>
<td>Confer with Operations Officer on items to be placed on status board(s).</td>
</tr>
<tr>
<td>5.</td>
<td>Record events as they happen, keeping the status board current.</td>
</tr>
<tr>
<td><strong>Prerequisites</strong></td>
<td>❑ Basic log keeping skills.</td>
</tr>
<tr>
<td><strong>References</strong></td>
<td>❑ Unit Logs; Procedure for the Preparation and Disposition of, COMDTINST 3123.12 (series)</td>
</tr>
<tr>
<td></td>
<td>❑ Coast Guard Regulations, COMDTINST M5000.3 (series), Chapter 11</td>
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<tr>
<td></td>
<td>❑ Port Security Unit (PSU) Personnel Qualification Standards (PQS), COMDTINST 1540.11</td>
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</table>
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Major Accomplishment B

Force protection in readiness condition

Task 9

Act as a clearinghouse for intelligence

Steps

1. Establish daily routine for intelligence dissemination.
2. Establish list of authorized viewers of intelligence.
3. Review handling & storage procedures.
4. Review emergency destruction, individual responsibilities.
5. Review daily intelligence.
6. Disseminate intelligence to oncoming watch and on duty watch as appropriate.
7. Receive intelligence report from boat crews to disseminate up the chain.

Prerequisites

- Security clearance requirement
- Familiarization with specific equipment
- Communications security programs and measures
- Basic Classified Materials handling procedures

References

- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Port Security Unit (PSU) Personnel Qualification Standards (PQS), COMDTINST M1540.11
- Maritime Law Enforcement Manual, COMDTINST M16247.1
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<tr>
<td>Task 10</td>
<td>Conduct groundtruthing (area familiarization)</td>
</tr>
</tbody>
</table>
| Steps                  | 1. Determine your AOR(s).  
2. Obtain current charts/maps/local information.  
3. Ensure you have current, accurate charts and/or maps.  
4. Develop grid overlay of area.  
5. Identify security and reaction zones, boating hazards, refueling points, foul weather havens, boat ramps, potential collateral damage areas, etc.  
6. Plot area data on chart/map.  
7. Conduct a physical waterborne familiarization and landside reconnaissance missions to verify data plotted, using 2 TPSBs in tandem to provide fire support and/or SAR assistance in case of grounding or mechanical failure.  
8. Complete area familiarization of AORs during daylight and night hours for thorough understanding/knowledge of area.  
9. Disseminate all plotted information to appropriate commands/units/personnel (i.e., CO, OPS, coxswains).  
10. Identify currents, local back-eddies, river and other tidal effects in regards to use as avenues of approach.  
11. Record the condition and characteristics of piers and local facilities.  
12. Locate and plot sewage/effluent discharges to harbor area.  
13. Identify and plot “dead-ground” that could conceal an approach to a target.  
14. Establish a plan to deny/surveil these areas.  
15. Identify anchorages and plot/record vessels using these.  
16. Note suspicious vessels (i.e., flag, Last Port of Call, Next Port of Call, strange loading/offloading operations, unusual crew behavior). |

<table>
<thead>
<tr>
<th>Prerequisites</th>
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</thead>
</table>
| - Basic navigation and charting skills  
- Knowledge of asset specifications/capabilities  
- Knowledge of PSU/NCW operations |
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Major Accomplishment B

Force protection in readiness condition

Task 10, continued

Conduct groundtruthing (area familiarization)

References

- Chart No. 1, Nautical Chart Symbols and Abbreviations
- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Port Security Unit (PSU) Personnel Qualification Standards (PQS), COMDTINST M1540.11
- Maritime Law Enforcement Manual, COMDTINST M16247.1
Appendix B – Design Input for Performance Interventions

Major Accomplishment B

Task 11

Steps

1. Determine your AOR(s).
2. Determine if any current restricted areas or zones are in affect.
3. Ensure you have current, accurate charts and/or maps.
4. Determine available assets and their capabilities (i.e., weapon ranges, fields of fire, etc.).
5. Obtain information from senior command to determine the permanent and transit HVAs to include location of HVA, force location(s) and routes utilized.
6. Using electronic or paper media, plot areas/zones (safety, security, reaction) authorized or required by host nation/senior command within the geographical unit(s) and any other influencing capabilities.
7. Conduct a physical waterborne familiarization and landside reconnaissance missions to verify data plotted.
8. Review periodically and modify as required/needed.
9. Disseminate all plotted information to appropriate commands/units/personnel and ensure it is readily visible (and "sanitizeable") to authorized personnel in OPCEN area.
10. Maintain plots upon termination of operation for future reference/use.

Prerequisites

- Basic navigation and charting skills
- Knowledge of PSU/NCW operations

References

- Chart No. 1, Nautical Chart Symbols and Abbreviations
- Navigation Standards, COMDTINST M16114.5B
- Naval Coastal Warfare, NWP 3-10
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Port Security Unit (PSU) Personnel Qualification Standards (PQS), COMDTINST M1540.11
- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
Appendix B – Design Input for Performance Interventions

Major Accomplishment B

Force protection in readiness condition

Task 12

Plan inner/outer patrols

Steps

1. Determine your AOR(s).
2. Ensure you have current, accurate charts and/or maps.
3. Determine your assets and those attached to you and their capabilities (i.e., types of weapon, fields of fire, etc.).
4. Call key players (Operations Officer, Boat Officer, Senior Coxswain) in to plan patrol areas and schedules.
5. Obtain permission for patrol.
6. Plot route, estimated time of departure, and estimated time of arrival back.
7. Update information on harbor and surrounding area to be included for intelligence and to provide a random or scheduled presence for denial operations.
8. Ensure boats are equipped appropriately for the specific mission (e.g., night vision, sonobuoys).
9. Ensure good working communications with all players, determining "bad" communications spots and contingency plans if working in those areas.
10. Set communications schedule.
11. Set steaming formation.
12. Conduct a thorough briefing with boat crews, confirming objective and sharing intelligence.
13. Identify SROE, ROE and/or Use of Force policies in effect and distribute.
14. Ensure inner/outer patrols are conducted randomly, at night as well as day.
15. Utilize ready boat if it can still react to provide back up to HVA if needed. If patrol will be distant, use another standby boat.
16. Ensure you have the means to recover the boat on patrol should it suffer a casualty. (Don't commit your last boat.)
17. After patrol, debrief crew and pass the intelligence collected up chain as appropriate.

Prerequisites

- Basic navigation and charting skills
- Knowledge of asset specifications/capabilities
- Completion of PSU PQS
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<td>Plan inner/outer patrols</td>
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- Chart No. 1, Nautical Chart Symbols and Abbreviations
- Navigation Standards, COMDTINST M16114.5B
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- Port Security Unit (PSU) Personnel Qualification Standards (PQS), COMDTINST M1540.11
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Major Accomplishment B

Force protection in readiness condition

Task 13

Plan anchorage patrols

Steps

1. Ensure anchorage patrols are conducted randomly.
2. Conduct a thorough briefing with boat crews, sharing intelligence.
3. Utilize ready boat to provide back up to HVA if needed.
4. Use another standby boat if anchorage is distant.
5. Conduct patrols at night as well as day.
6. Record characteristics of the vessel to include location, name of vessel, flag, any operations conducted on or around the vessel (e.g., cargo exchanges, bunkering, maintenance), unusual activities with crew or other personnel, and other vessels alongside or transiting to/from vessel, etc.
7. Videotape vessel/crew if possible and note any reactions.
8. Ensure you have the means to recover the boat on anchorage patrol if it suffers a casualty. (Don't commit your last boat.)
9. Debrief crew after patrol and pass the intelligence collected up chain as appropriate.
10. Confer with operations patrol if needed.
11. Confer with Boat Officer and Senior Coxswain on route(s).
12. Relay to patrol the objective (e.g., show flag, intelligence) and specific areas of concern (e.g., items in step 6).
13. Set estimated time of departure and estimated time of arrival back.
14. Set communications schedule.

Prerequisites

- Knowledge of asset specifications/capabilities
- Completion of PSU PQS

References

- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- Port Security Unit (PSU) Personnel Qualification Standards (PQS), COMDTINST M1540.11
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Major Accomplishment B

Task 14

Plan vessel escort sortie

Steps

1. Encourage advance notice of all escorts if possible.
2. Ensure primary HVA protection is not compromised.
3. Minimize any additional radio traffic concerning escort for OPSEC.
4. Brief security team on escorted vessel to avoid friendly fire situations.
5. Arrange inshore boat unit (IBU) or Host Nation (HN) outer layer defense for escort.
7. Test for good communications with escorted vessel.
10. Determine how many assets will be available for escort.
11. Develop formation.
12. Ensure communications schedule with HVA.
13. Ensure escort hand-off protocols are established if transferring vessel from one escort group to another.
14. Coordinate pier security and pier sweep with Explosive Ordnance Disposal (EOD), if available, and PSU Command Duty Officer (CDO) if vessel is inbound.
15. Determine whom, when, and where of HVA escort handoff if vessel is outbound.

Prerequisites

- Knowledge of asset specifications/capabilities
- Completion of PSU PQS

References

- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- Port Security Unit (PSU) Personnel Qualification Standards (PQS), COMDTINST M1540.11
Appendix B – Design Input for Performance Interventions

Major Accomplishment B

Force protection in readiness condition

Task 15

Request fire support

Steps

1. Determine who/what is available as fire support (air, ground, or naval fire supports).
2. Ensure you have current, correct frequencies or landline numbers for contact.
3. Ensure you have current, correct call signs and authentication codes when making call to support unit.
4. Determine which type of support would best help your cause (needed versus available).
5. Determine exactly where you want the support to be delivered (military grid coordinates or latitude/longitude as appropriate).
6. Determine the effects on friendly forces when support arrives.
7. Request air strike.
8. Request indirect fire support.
9. Verify information given to fire support provider.
10. Inform friendly forces that fire support is on the way and if air support, to mark their locations with specific colored smoke.
11. Stand by for results.
12. Determine results.
13. Relay results to support element with any further instructions. If artillery or Naval Gunfire Support (NGFS), adjust or call Fire for Effect (FFE) if necessary.

Prerequisites

- Basic communications skills
- Knowledge of asset specifications/capabilities
- Knowledge of PSU/NCW operations
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#### References
- Maritime Law Enforcement Manual, COMDTINST M16247.1
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- USMC Battle Skills Training Handbook
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Major Accomplishment B

Force protection in readiness condition

Task 16

Coordinate friendly forces

Steps

1. Determine your AOR and its defined limits.
2. Identify “friendly forces” operating within your AOR.
3. Identify “friendly forces” chain of command.
4. Identify potential use of friendly forces (know capabilities and limitations of all units)
5. Obtain their call signs, frequencies and phone numbers and distribute to all players as necessary.
6. Coordinate tactical information at TAO level.
7. Brief assigned assets and friendly forces on proposed evolutions and include who, what, when, where, how, and why. Utilize SMEAC format for oral as well as written briefs.
8. Coordinate effort/actions of assigned assets with friendly forces.
9. Conduct pre- and post- briefings with forces and assigned assets for info/intelligence gathering and dissemination.
10. Finalize the plan.
11. Maintain periodic communications with friendly unit.
12. Implement plan and record once all players understand the plan.

Prerequisites

- Basic communications skills
- Knowledge of asset specifications/capabilities
- Knowledge of assigned asset tactics and techniques
- Knowledge of PSU/NCW operations
- Knowledge of joint military operations and tactics, techniques, and procedures (TTP)
- Briefing skills using SMEAC format
- Skill establishing joint communications plan
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Major Accomplishment B

Force protection in readiness condition

Task 16, continued

Coordinate friendly forces

References

- Maritime Law Enforcement Manual, COMDTINST M16247.1
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Required Operational Capabilities and Projected Operational Environment (ROC/POE) for Coast Guard Port Security Units (PSU), COMDTINST 3501.49
- USMC Battle Skills Training Handbook
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Force protection in readiness condition

Task 17

Follow Rules of Engagement (ROE), Standing Rules of Engagement (SROE), Use of Force

Steps

1. Receive ROE from competent authority.
2. Read ROE.
3. Review ROE versus Use of Force and clarify what is in force.
4. If unclear of what is written, ask CO for clarification.
5. Pass ROE to TPSB crew at brief.
6. Ask for questions.
7. Spot quiz crew on understanding of what was just passed.
8. Review SROE with personnel from written source.
9. Review ROE rules daily during crew rotation to re-enforce understanding.

Prerequisites

- Knowledge of asset specifications/capabilities
- Knowledge of PSU/NCW operations
- Completion of PSU PQS
- Knowledge of Law of Armed Conflict and SROE

References

- Joint Warfare of the Armed Forces of the United States, JCS Pub 1
- Standing Rules of Engagement for U.S. Forces, CJCSI 3121.01
- Required Operational Capabilities and Projected Operational Maritime Law Enforcement Manual, COMDTINST M16247.1 (series)
- Port Security Unit (PSU) Personnel Qualification Standards (PQS), COMDTINST M1540.11
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<td><strong>Task 18</strong></td>
<td>Disseminate and enforce arming order (AO)</td>
</tr>
<tr>
<td><strong>Steps</strong></td>
<td>1. Receive AO from proper authority.</td>
</tr>
<tr>
<td></td>
<td>2. Verify unit CO has signed AO.</td>
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<tr>
<td></td>
<td>3. Obtain clarification if AO is ambiguous or confusing before passing information to crew.</td>
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<tr>
<td></td>
<td>4. Pass AO (read it verbatim) to crew at brief.</td>
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<td>5. Post AO in OPCEN.</td>
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<td></td>
<td>6. Enforce AO.</td>
</tr>
<tr>
<td><strong>Prerequisites</strong></td>
<td>☐ Basic knowledge of weapons/operations specifications</td>
</tr>
<tr>
<td></td>
<td>☐ Knowledge of asset specifications/capabilities</td>
</tr>
<tr>
<td><strong>References</strong></td>
<td>☐ Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53 (series)</td>
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<td></td>
<td>☐ Port Security Unit (PSU) Essential Skills Handbook</td>
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Major Accomplishment C

OPCEN functionality optimized for TAO watch

Task 1

Supervise assigned subordinate watchstanders

Steps

1. Identify watchstanders under TAO supervision.
2. Establish on-watch chain of command.
3. Assign specific tasks to subordinates.
4. Ensure subordinates have appropriate tools to conduct tasks assigned.
5. Monitor subordinate performance and provide training as op tempo permits.
6. Provide feedback to subordinate regarding performance and expectations.

Prerequisites

- General supervisory skills
- Knowledge of (and ability to perform) the duties of subordinate watchstander
- Previous watchstanding experience (SAR)
- Knowledge of PSU/NCW operations

References

- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
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Major Accomplishment C

OPCEN functionality optimized for TAO watch

Task 2

Conduct briefings/debriefings (watch)

Steps

1. Identify target audience.
2. Review message board, logs, and orders (current operations, scheduled events, communication frequencies, EMCON level, Mission Oriented Personal Protection (MOPP) level, RISK level, Notice to Mariners, and weather conditions).
3. Identify other units.
4. Review ROE.
5. Prepare briefing.
6. Deliver briefing (using appropriate technique and media based on audience and technology available).
7. Answer questions/comments (or get answers).
8. Update/correct any discrepancies identified during briefing.
9. Log the briefing.
10. Use a set, written format for patrol and navigation briefs (SMEAC).

Prerequisites

- Asset status and situational awareness
- Ability to publicly present information (speaking skills)
- Ability to ask the right questions and take criticism (listening skills)

References

- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
Appendix B – Design Input for Performance Interventions

Major Accomplishment C
OPCEN functionality optimized for TAO watch

Task 3
Collate intelligence picture and initiate appropriate responses

Steps
1. Identify supplier of intelligence
2. Request message from Communications Officer to verify access list w/security clearances.
3. If not from a unit member, have access list for outside command courier.
4. Use SALUTE for relay of raw field intelligence.
5. Establish normal times for delivery and contingency plan for additional intelligence updates to be sent (how, when, where, by who).
6. Relay vital intelligence as soon as received.
7. Utilize all sources of intelligence to gather an accurate account (picture) of current issues.
8. Formulate initial response.
9. Request additional assistance from command if time allows.
10. Direct proper resource/prosecute.
11. Ensure communicated response is secured.

Prerequisites
- Knowledge of PSU/NCW operations
- Knowledge of asset specifications/capabilities
- Basic field intelligence concepts, reports, and techniques

References
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
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<td><strong>Task 4</strong></td>
<td>Disseminate incoming information to senior and subordinate assets and cooperating commands</td>
</tr>
<tr>
<td><strong>Steps</strong></td>
<td>1. Gather all resource information for consensus (verification).</td>
</tr>
<tr>
<td></td>
<td>2. Identify who needs the information.</td>
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<td>3. Ensure appropriate dissemination with regards to clearances and need to know versus immediate mission threatening need to know.</td>
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<td></td>
<td>4. Ensure information is collated and is accurate, concise, and distributed in a timely manner.</td>
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<tr>
<td><strong>Prerequisites</strong></td>
<td>Knowledge of PSU/NCW operations</td>
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<td></td>
<td>Knowledge of asset specifications/capabilities</td>
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<tr>
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<td>Experience with TPSB evolutions, hazards, command requirements and their relative significance</td>
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<tr>
<td><strong>References</strong></td>
<td>Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53</td>
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<td>Naval Coastal Warfare Doctrine, NWP-39</td>
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**Major Accomplishment C**

OPCEN functionality optimized for TAO watch

**Task 5**

Execute Tactical Control (TACON) of assigned afloat assets

**Steps**

1. Determine who your actual assets are.
2. Determine asset capabilities and limitations.
3. Conduct mission briefing for those scheduled.
4. Review necessary/required equipment each unit should have (weapons, charts, call signs, frequencies, etc.).
5. Review the mission assigned to include AOR, chop lines, ROE, Use of Force if applicable, communications frequencies, and any intelligence they might need.
6. Update the status board with crew & equipment information for the assets going out at that time.
7. Maintain radio/activity log on assets.
8. Conduct scheduled status checks.
9. Receive and record when mission complete, going to refuel, return to base.
10. Account for weapons, radios, sensitive items returned.
11. Conduct de-brief of off going crew to prepare brief for on-coming crew.

**Prerequisites**

- Knowledge of PSU/NCW operations
- Knowledge of asset specifications/capabilities
- Completed PSU PQS
- Basic navigation and charting skills
- Basic radiotelephone communications procedures

**References**

- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Naval Coastal Warfare, NWP 3-10
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Major Accomplishment C

OPCEN functionality optimized for TAO watch

Task 6

Execute Operational Control (OPCON) of assigned afloat assets

Steps

1. Determine your AOR.
2. Identify any additional assets assigned to you other than your own.
3. Determine all asset capabilities and firepower.
4. Hold mission brief using SMEAC format to cover AOR in general, and specific assignments within the AOR.
5. Review communications plan, ROE and/or Use of Force as applicable, logistic support issues and required reporting.
6. Complete status board and log data for units going out.
7. Launch units with radio checks when they are up and ready.
8. Record and track all assets sent out.
9. Modify mission(s) as required with notice to unit(s) affected.
10. Log changes.
11. Coordinate logistics (i.e., refueling, meals, etc) between assets.
12. Recover assets at predetermined time or when mission dictates.
14. Debrief all assets recovered.

Prerequisites

- Knowledge of PSU/NCW operations
- Completion of PSU PQS
- Briefing skills
- Knowledge of SMEAC format and 5 para patrol order

References

- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
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Major Accomplishment C

OPCEN functionality optimized for TAO watch

Task 7

Act as SAR Mission Coordinator

Steps

1. Receive report of distress (e.g., Mayday, Man Overboard (MOB))
2. Obtain position, description, and people on board (POB).
3. Advise to don personnel flotation device (PFD), if not already done.
4. Contact CO or HDC to request whether or not to launch.
5. If a TPSB has lost a MOB, launch ready boat immediately. The TPSB will automatically begin search using appropriate search pattern.
6. If other than TPSB and permission to launch asset is given, launch ready boat and brief Coxswain over the air, if not geographically convenient to do face-to-face.
7. Review current weather, tides and currents situation for on scene area.
8. Develop datum.
9. Once craft is on scene, confirm weather and sea conditions.
10. Determine appropriate search pattern.
11. Execute search pattern.
12. Designate On Scene Commander (OSC), usually first TPSB on scene. Because you may have additional host nation, IBU or other craft offer assistance, you want your boat to be in charge unless a better platform is available.
13. Be aware of diversion for attack on HVA.
14. Drop smoke flare at datum as soon as possible.
15. Enquire about availability of air assets.
16. If at night, get infrared (IF) gear and night vision goggles (NVGs) if not already on scene.
17. Keep accurate log of area searched with time, asset, and probability of detection.
18. Request assistance from expert (if available and time permits) in planning and executing case.

Prerequisites

- Fundamental SAR coordinator knowledge, e.g., search patterns and execution of a SAR case.
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Major Accomplishment C
OPCEN functionality optimized for TAO watch

Task 7, continued
Act as SAR Mission Coordinator

References
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- United States National Search and Rescue Supplement to the International Aeronautical and Maritime Search and Rescue Manual
- U.S. Coast Guard Addendum to the United States National Search and Rescue Supplement
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Major Accomplishment C
OPCEN functionality optimized for TAO watch

Task 8
Track asset status

Steps
1. Assign assets to zones.
2. Ensure TPSB acknowledges when on station.
3. Keep abreast when TPSB is moving to investigate a COI.
4. Maintain status board at all times.
5. Keep track of fuel status.
6. Maintain radio communications check (OPS normal and position) at given time parameters.
7. If you have holes in your coverage, as in picket TPSBs, investigate COIs and launch ready boat.
8. Determine number of POB.
9. Ensure chart grid section is given in status report.
10. Implement kick procedures if lost communications or no communications on primary channel.

Prerequisites
- Basic navigation and charting skills
- Knowledge of asset specifications/capabilities
- Basic radiotelephone communications procedure
- Basic log keeping skills

References
- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
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</tbody>
</table>
| Steps | 1. Receive order to initiate destruction plan.  
2. Task watchstander(s) to open safe and gather all classified material or send runner to get a TC to open safe.  
3. Start a burn barrel.  
4. Begin feeding material to be destroyed into either burn barrel or shredder if available.  
5. Send runner to Engineering to get sledgehammer or axe.  
6. Assign personnel to begin sensitive equipment destruction with sledgehammers.  
7. Try to identify any equipment/classified material that cannot or is not destroyed prior to compromise to the enemy.  
8. Ensure contingency plan includes prepositioned equipment for the destruction of equipment and material prior to the order being received to commence destruction.  
9. Ensure hard drives are removed from computer (forcibly if not removable drive and crushed) and burned.  
10. Ensure Classified and non-classified materials are burned together.  
11. Ensure burn barrels are emptied periodically and ashes placed in water and stirred. |

<table>
<thead>
<tr>
<th>Prerequisites</th>
<th>Knowledge of Classified Material Control System (CMCS) destruction procedures</th>
</tr>
</thead>
</table>

| References | Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53  
Classified Information Management Program, COMDTINST 5510.23 (series) |
Appendix B – Design Input for Performance Interventions

Major Accomplishment C

OPCEN functionality optimized for TAO watch

Task 10

Act as liaison to participating NCW units (e.g., MIUWU, TOC, HDC)

Steps

1. Identify key personnel in the MIUW/TOC/HDC.
2. Introduce yourself and explain your function as TAO.
3. Offer to 'educate' your counterpart in PSU tactics/operations.
4. Seek out and remain receptive to ideas from your counterpart to build trust.
5. Ensure both parties fully understand and agree on the Chain of Command, ROE, Letter of Instruction (LOI) and Operation Orders as applicable.
6. Agree on standard watch practices and responsibilities such as radio talker, logkeeper, chart/plot maintenance.
7. Keep counterpart informed of any casualties to CG boats.
8. Offer to assist in any way you can within your job description.

Prerequisites

- Knowledge of PSU/NCW operations
- Knowledge of asset specifications/capabilities
- Completion of PSU PQS

References

- Port Security Unit (PSU) Operational Doctrine, COMDTINST 3501.53
- Naval Coastal Warfare, NWP 3-10
## Appendix C - Positive and Negative Influences on Performance of Tactical Action Officers

**Communication with NCW assets established and transmissions successful**

<table>
<thead>
<tr>
<th>Task</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Make radio transmissions</td>
<td>• Trained Radio Operator on watch</td>
<td>• Can be heavy workload</td>
</tr>
<tr>
<td></td>
<td>• Other watchstanders are usually available for assistance on brevity</td>
<td>• Dependability of equipment</td>
</tr>
<tr>
<td></td>
<td>codes or multiple incidents occurring at once.</td>
<td>• Receptability is often unreliable in large geographic op areas.</td>
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<tr>
<td></td>
<td>• Comms equipment is relatively new and repair personnel are equipped</td>
<td>• Often transmit in noisy, crowded environment (Opcen)</td>
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<tr>
<td></td>
<td>and trained.</td>
<td>• Equipment often inoperative or cooperating NCW units are</td>
</tr>
<tr>
<td></td>
<td>• Unit radiotelephone training</td>
<td>equipped with different hardware making PSU radio comms less</td>
</tr>
<tr>
<td></td>
<td>sufficient for user knowledge.</td>
<td>secure and sophisticated.</td>
</tr>
<tr>
<td></td>
<td>• TAO will have his transmissions done timely and correctly to his assets.</td>
<td>• Covered comms difficult due to equipment and area of usage</td>
</tr>
<tr>
<td></td>
<td>• No mistake if the TAO uses the radio himself versus telling a TC to</td>
<td>• Incomplete, inaccurate info, too much info, time pressures in</td>
</tr>
<tr>
<td></td>
<td>make the transmission. Errors</td>
<td>critical sits., events are situational and must respond quickly and</td>
</tr>
<tr>
<td></td>
<td>might be conveyed. Like the Shipboard sound powered telephone talker</td>
<td>correctly, cxn perspective, S/k of TAO, inability to establish</td>
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<tr>
<td></td>
<td>• Quick Response Checklist (QRC), status board, S/k who to call,</td>
<td>priorities</td>
</tr>
<tr>
<td></td>
<td>accurate, updated intell, feedback from cxn, r/t comm instruction</td>
<td></td>
</tr>
<tr>
<td>2. Handle classified materials</td>
<td>• Proper storage locations such as a field safe, although on the OLSP,</td>
<td>• Difficult to keep track of large volumes of intelligence.</td>
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<tr>
<td></td>
<td>are often not available.</td>
<td>• Prioritizing is difficult at times.</td>
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<td></td>
<td>• Formal training usually available</td>
<td>• Handling of TFC is difficult due to ability to secure material</td>
</tr>
<tr>
<td></td>
<td>• OJT training can be quickly learned</td>
<td>• Lack of access to data or information</td>
</tr>
<tr>
<td></td>
<td>• Trained Intel/Comms personnel available to assist</td>
<td>• Lack of OJT assistance</td>
</tr>
<tr>
<td></td>
<td>• Manageable work load</td>
<td>• Lack of proper equipment</td>
</tr>
<tr>
<td></td>
<td>• Worthy Information/work</td>
<td>• Time sensitive</td>
</tr>
<tr>
<td></td>
<td>• Manageable workload</td>
<td>• Hazards due to access list</td>
</tr>
<tr>
<td></td>
<td>• job assistance from Intel/Comms personnel</td>
<td>• Poor working conditions, no safe to store it on, lack of a place to</td>
</tr>
<tr>
<td></td>
<td>• storage adequate</td>
<td>post or hang the traffic board.</td>
</tr>
<tr>
<td></td>
<td>• Info can be a life saver if properly disseminated among the crews on a</td>
<td>• Poor feedback...&quot;OK, now that I have this, what do I do w/ the info?&quot;</td>
</tr>
<tr>
<td></td>
<td>need to know basis</td>
<td>• Insufficient storage of class material at TAO location.</td>
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<td></td>
<td>• Class material available is often very useful to TAO and assigned</td>
<td>• Class material comes in large amounts and often it is time</td>
</tr>
<tr>
<td></td>
<td>assets for operational decision-making.</td>
<td>consuming to sort pertinent material.</td>
</tr>
<tr>
<td></td>
<td>• TC's available for training.</td>
<td>• Dissemination of material to TAO from other sources is often times</td>
</tr>
<tr>
<td></td>
<td>• Usually do not have to take the classified material anywhere, so a</td>
<td>not consistent</td>
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<td></td>
<td>courier letter may not be needed.</td>
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</tbody>
</table>
### Appendix C - Positive and Negative Influences on Performance of Tactical Action Officers

**Communication with NCW assets established and transmissions successful**

<table>
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<tr>
<th>Task</th>
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</table>
| 2. Handle classified materials, continued | • If a courier letter is needed, can usually be done in the field.  
• Formal CMS handling schools are available. COMMS Officer at least should go if not all assigned TC's | • Custodial chain of possession of class material has career implications.  
• Possession may make individuals "soft targets".  
• Compromise if procedures not followed; lack of s/k. feedback to cxn on SALUTE rpt |
| 3. Execute Emission Controls (EMCON) Plan | • Usually able to handle work load  
• Assistance from others  
• TCs usually can help resolve the techno babble that occurs in LOIs.  
• Usually reminded by comms staff regarding procedures.  
• Well drafted instruction available; jpr; TCs | • Can have time pressure  
• Minimal OJT training  
• Minimal to no formal training  
• Exact procedures are often unclear or hard to discern from lengthy OpOrders or LOIs.  
• Often overlooked by critical personnel.  
• TAOs usually have a lack of experience on how the equipment works  
• Timeliness can be everything, between life and death.  
• Usually in poor working conditions  
• Lack of TCs in the CGR make this an extra must for the TAO knowing how to operate all radios efficiently  
• During GQ, it is loud, and can be confusing and working conditions can deteriorate.  
• Lack of well-drafted instruction |
| 4. Receive intelligence via NIPRNET/ SIPRNET | • If the right info is passed, it can be a lifesaver.  
• Manageable workload when present  
• If technology allows more reliable field use in the near future, this will be a great tool for communicating sensitive issues back to parent unit or AdCon for logistics issues.  
• Material received is worth TAO time to gather/digest  
• Access/availability of equipment, access to qualified support personnel  
• Very useful tool | • TAO/PSU will not have access to SIPRNET, receiving info from it won't happen in a timely manner.  
• If he gets info he will more than likely be over loaded which may distract him from his primary duties  
• Usually equipment/systems not available  
• Lack of formal & OJT training  
• Definite lack of availability  
• Hardware usually lacking.  
• Training and access usually lacking.  
• If available, information retrieved is valuable. |
## Appendix C - Positive and Negative Influences on Performance of Tactical Action Officers

*Communication with NCW assets established and transmissions successful*

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<td>5. Operate PRC radio system</td>
<td>• usually have a TC watchstander available to help with technical aspect of radio operation&lt;br&gt;• Normally TC available to conduct these&lt;br&gt;• There is a better radio: PRC 117F vice the PRC 117D that we currently are using&lt;br&gt;• secure feature very valuable.&lt;br&gt;• Easy to use radio.&lt;br&gt;• Hardware training at unit level valuable.&lt;br&gt;• Comes in boat or backpack mounting options for user mobility (if TAO is required to move)&lt;br&gt;• comms watchstander, job aids, brevity codes, radio manual, status board, s/k</td>
<td>• often done in low light, hard to see the dials and buttons&lt;br&gt;• Can have time pressure or restraints&lt;br&gt;• Minimal formal trng, some OJT on both equipment and proper procedures.&lt;br&gt;• Radio is hard to operate.&lt;br&gt;• It is not a good piece of equipment nor user friendly&lt;br&gt;• Takes a TC to load it properly, or a TAO several times to figure it out, if he can.&lt;br&gt;• Hardware has periods of inoperability.&lt;br&gt;• Other cooperating NCW units often do not carry compatible radios rendering the PRC useless for coordinated comms.&lt;br&gt;• Encryption is required to be loaded by TC; lack of qualified comms personnel, lack of s/k tech.&lt;br&gt;• Lack of confidence in s/k w/ PRC</td>
</tr>
<tr>
<td>6. Conduct briefings</td>
<td>• By the time you are a TAO, you have usually gathered enough info/experience to conduct broad briefings on a variety of PSU topics.&lt;br&gt;• Everyone is on the same page. All Cox'n and crews know what the current situation is.&lt;br&gt;• Field TAO's usually have enough experience (OJT) to be able to do these.&lt;br&gt;• Usually a manageable workload, although can be rushed for time.&lt;br&gt;• TAO sets standards for good brief. Insures Proper relief of oncoming watch crew rotation.&lt;br&gt;• Gives TAO sense that senior command is current on on-going operations.&lt;br&gt;• Pass valuable information to cooperating NCW commands.&lt;br&gt;• status board current and accurate</td>
<td>• Difficult to prepare a brief beyond a plain verbal type in the field. PowerPoint can be a challenge done outdoors.&lt;br&gt;• No set format.&lt;br&gt;• Sometimes TAO will be in the MIUW van and unavailable to conduct briefs/debriefs and would be left up to dockmaster, CPO or Boat Officer, OPS officer.&lt;br&gt;• Can be time restrictive&lt;br&gt;• Electronic assistance is not always available to use when briefing.&lt;br&gt;• TAO supervision of updating status boards is time consuming to enforce accuracy, but necessary for adequate brief&lt;br&gt;• Often revolve around daily (or hourly) schedule rather than around significant operations creating more work for TAO.&lt;br&gt;• inaccurate report; incomplete and outdated status board</td>
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</table>
### Appendix C - Positive and Negative Influences on Performance of Tactical Action Officers

**Force protection in readiness condition**

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<thead>
<tr>
<th>Task</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Direct assigned Naval Coastal Warfare (NCW) water-borne assets</td>
<td>- centralization of asset control and reduced chain of command.</td>
<td>- various assets have differing capabilities/limitations.</td>
</tr>
<tr>
<td></td>
<td>- asset crews build operational rapport with TAO watchstanders.</td>
<td>- Non-Coast Guard assets/crew/commands often reluctant to be subordinate to CG.</td>
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<tr>
<td></td>
<td>- increased mission capability with varied assets at TAO disposal.</td>
<td>- CG specific terminology and crew mission previous experience (SAR, LE, ATON etc.) often different</td>
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<tr>
<td></td>
<td>- increased responsibility and experience (professional development) for TAO with increased assets</td>
<td>- Don't always know who is coming to play.</td>
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<td></td>
<td>assigned and additional &quot;extra-unit&quot; assets assigned.</td>
<td>- Comms compatibility w/ DOD, host nation players.</td>
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<td></td>
<td>- Can pre-plan for various assets in various AOR's.</td>
<td>- Different capabilities by different players.</td>
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<td></td>
<td>- Can pre-plan contingency responses.</td>
<td>- must have working knowledge of those assets before you direct them</td>
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<td>- properly drafted, complete SOP.</td>
<td>- lack of or ambiguous tasking</td>
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<tr>
<td></td>
<td>- Clear tasking from higher authority.</td>
<td>- Lacking secure or adequate comms or computer equipment.</td>
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<td></td>
<td>- Open communications between TAO &amp; coxn. Knowing the coxn individually, e.g., s/k, background</td>
<td>- Poorly trained personnel.</td>
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<td></td>
<td></td>
<td>- Lack of a clear understanding of assets capabilities, i.e., armament, sea-keeping ability.</td>
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<tr>
<td>2. Coordinate Visit Board Search Seizure (VBSS) activities</td>
<td>- time allotment normally adequate</td>
<td>- manageable workload may create surge that affects sustainability in operations</td>
</tr>
<tr>
<td></td>
<td>- ability to remove offensive vsl from assisting in operations ivo HVA</td>
<td>- manageable workload may create surge that affects sustainability in operations</td>
</tr>
<tr>
<td></td>
<td>- worthy work</td>
<td>- hazards uncertain</td>
</tr>
<tr>
<td></td>
<td>- plan for execution of VBSS normally reviewed in detail</td>
<td>- lack of complete background information from higher command</td>
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<tr>
<td></td>
<td>- communications plan established</td>
<td>- A lot of unknowns when boarding suspicious vessels.</td>
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<td></td>
<td>- high confidence in boarding team</td>
<td>- friendly dive ops on HVA service craft to sweep them clean can limit use of grenades as a defensive measure. Must educate boatcrews</td>
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<td></td>
<td>- Manageable workload as needed.</td>
<td>- tendency to degrade your zones will be great, especially if the VBSS goes bad</td>
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<td></td>
<td>- Personnel are well trained to conduct mission.</td>
<td>- infrequently performed activity, lack of equipment and/or training</td>
</tr>
<tr>
<td></td>
<td>- training, equipment</td>
<td>- lack of s/k on A&amp;J</td>
</tr>
<tr>
<td></td>
<td>- clear tasking</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- s/k on legality A&amp;J</td>
<td></td>
</tr>
<tr>
<td>3. Determine key threat axis and deploy assets accordingly</td>
<td>- Multiple personnel can assist in doing this</td>
<td>- Heavy workload during planning stage</td>
</tr>
<tr>
<td></td>
<td>- Usually have time for deliberate planning.</td>
<td>- Outdated or inaccurate foreign host-nation charts or info.</td>
</tr>
</tbody>
</table>
## Appendix C - Positive and Negative Influences on Performance of Tactical Action Officers

*Force protection in readiness condition*

<table>
<thead>
<tr>
<th>Task</th>
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</table>
| 3. Determine key threat axis and deploy assets accordingly, continued | • When established, understood by higher command.  
• can use expert assistance in making tasking decisions (such as off duty asset crews, OPS Officer and coordinating NCW units).  
• coordinate and deploy assets in a timely matter to maintain operational integrity  
• established policy, procedures, tasking etc. training, knowing policies, properly prioritizing tasks | • Need time to review by doing area familiarization  
• threat can change on short notice, must not become complacent expecting an attack from certain direction or surface/subsurface  
• axis may change, and when it does it may not let you know. Need to keep re-evaluating  
• lack of training  
• Unfamiliar w/ assets' capabilities  
• lack of resources |
| 4. Make Threat Assessment/Contacts of Interest (COI) | • AO can keep heightened alert and optempo for assets  
• provide intelligence information to coordinating NCW units based on info received from assets.  
• accurate intelligence can assist in IDing threats  
• established policy procedures, tasking etc. training, knowing policies, properly prioritizing tasks  
• access to info / intelligence  
• Good intelligence officer | • wrong assessment and HVA is damaged/loss, people die  
• Often very quick decision matrix and decision made.  
• Comms to/from assets and higher not always good.  
• Multiple COI's equals heavy workload acquired quickly.  
• TAO may be only person to evaluate and take immediate action.  
• numerous neutral vessels, fishing craft etc. may distract from identifying potential bad guys  
• lack of training.  
• Unfamiliar w/ assets' capabilities  
• lack of resources  
• lack of intelligence or info |
| 5. Plan for contingency operations | • you can prepare for generalities, for instance initial response to a man overboard.  
• Can make multiple cenario plans before tasking.  
• Can have multiple planners putting plans together.  
• keeps you alert, keeps you thinking if it sounds stupid, but it works, it isn't stupid.  
• can use plans made as template for future operations.  
• don't get caught off guard with additional last minute operations that requires your input  
• established policy procedures, tasking etc. training, knowing policies, properly prioritizing tasks | • not being able to always get advance notice of a contingency  
• The one you don't plan for is the one you will get.  
• TAO may be only person to evaluate, determine, and execute an immediate response plan when needed.  
• you can’t plan for everything, but you should try. Just like an OOD on a ship.  
• lack of training.  
• Unfamiliar w/ assets’ capabilities  
• lack of resources  
• lack of intelligence or info |
## Appendix C - Positive and Negative Influences on Performance of Tactical Action Officers

### Force protection in readiness condition

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</table>
| 6. Coordinate and Manage waterside reaction and security zones | - allows TAO to stay intimately involved in the operation by staying on top of the zones and the activity in them  
- positive control over assets help keep fratricide to minimum risk  
- this is critical for zone enforcement  
- Can be deliberate planning initially by several members.  
- Can use all TAO's, boat crfews, etc to upgrade, modify as needed  
- established policy procedures, tasking etc. training, knowing policies, properly prioritizing tasks  
- access to info / intelligence  
- Good intelligence officer, awareness of potential hazards | - can be a heavy workload  
- Can be heavy workload when infiltrated by bad guys.  
- Can occur at extreme hours of darkness, weather, etc hampering ability to respond correctly, timely.  
- lack of training. Unfamiliar w/ assets' capabilities, lack of resources  
- lack of intelligence or info, lack of knowledge of potential hazards |
| 7. Maintain communications with landside security element | - A comms schedule can be set up to ensure the net is working.  
- will help keep your boat crews from getting wacked by friendly fire  
- TAO acts as "ring leader" to coordinate unit efforts in mission execution.  
- Allows current status, location of forces.  
- better equip, access to info | - volume on radio is often turned down to mute unwanted traffic and when you need to talk to someone, they may not answer. Should prepare for using a human runner.  
- One more comms link to worry about  
- heavy burden  
- TAO must be adept at workings of landside as well as waterside (training time and experience must be lengthy for proper execution).  
- Dependent on good working comms equipment.  
- heavy work load, busy watch, poor feedback, lack of info from field. |
| 8. Maintain log book and status boards | - electronic logs are a good alternative if you have reliable power  
- ability to accurately pass info or brief command as to current or upcoming operation  
- integrate required risk management into your status board, keep paper copy for records  
- watch relief review of log entries | - making entries can be time consuming and draws your attention away from the action.  
- electronic logs are not legal log books  
- keep ruff lok then transfer to smooth log will(can) take time  
- logs are suppose to be kept neat, accurate and in a particular certain way. No real variants  
- Must be updated periodically to be of use.  
- Takes time  
- no feedback from LANTArea on OPSUM,  
- heavy workload. |
## Appendix C - Positive and Negative Influences on Performance of Tactical Action Officers

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</table>
| 9. Act as a clearinghouse for intelligence | • establishing a routine for the dissemination of intel makes it much more manageable.  
• can provide asset crews with information to increase mission efficacy and morale.  
• TAO can disseminate intel to help achieve boat crew ownership while on patrol or zone enforcement. | • if you do not read it, you will not know it.  
• You can be overloaded with intel. OPS needs to be the buffer.  
• easy to be distracted from main goal: TAO and protection of HVA. |
| 10. Conduct groundtruthing (area familiarization) | • very important for the TAO to get out on the water and do this in person. On a long op, it should be done weekly to stay abreast of wx and local conditions changes.  
• Can do multiple personnel at a time.  
• Can do by both water, air.  
• Can receive quick, accurate feedback from boats on water.  
• TAO needs to visualize what the cox'n's are telling him.  
• Good way for the TAO to see the area and get a feel for what the boat crews are up against.  
• must be coordinated to perform both during day and night  
• navigation s/k  
• understanding cox'n perspective | • must be done on off watch hours.  
• Minimal time do so at times.  
• Initially lack of area knowledge.  
• Poor, inaccurate, outdated charts  
• Host nation interference in sensitive areas.  
• Occasionally it has to be trial by fire.  
• can create soft targets with senior personnel grouped in AOR on asset.  
• lack of resources |
| 11. Plot waterside/land side restricted areas | • an updated chart with proper marking and grid make "seeing the big picture" much easier.  
• need to know blind spots, need to know danger areas. Cox'n's may forget that they are standing into danger.  
• could incorporate new technology and electronic means of plotting.  
• TAO required to have skills and abilities in numerous tasks that watchstanders under his/her supervision could execute more rapidly with better precision due to expertise in field. | • failure to update the chart with changes can be disastrous. Can't let complacency creep in.  
• If you fail to plan it is planning to fail  
• lack of data |
| 12. Plan inner/outer patrols | • gives the TAO good intel  
• excellent opportunity for crew to get a break and stretch from same ol thing day in day out | • takes an asset and crew away from being the ready boat if the patrol is far from the HVA  
• should be conducted night and day |
### Appendix C - Positive and Negative Influences on Performance of Tactical Action Officers

*Force protection in readiness condition*

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</table>
| 12. Plan inner/outer patrols, continued | • should be conducted night and day  
• AOR is already known  
• ability to randomize patrols is critical to maintain presence, detection, deterrent.  
• adequate time, access to information, QRC | • time consumptions of patrols may lead to longer o/s of boat crews which factor in sustainability or crew rotation  
• inadequacy of time, access to information |
| 13. Plan anchorage patrols | • well worth the time and trouble  
• provides good intel from anchorage location.  
• feedback greatly enhances understanding of harbor ops | • if enemy observes patrols, may plan attack immediately following end of patrol  
• unclear criteria  
• w/b resource drain. |
| 14. Plan vessel escort sortie | • don't start vast plans with half vast ideas.  
• Planning must be realistic with existing assets  
• recommend doing escort in daylight  
• can delegate planning to waterborne staff (Boat div) and review  
• instills ownership in plan and relieves TAO of extra detailed work.  
• 5 PARA OPORDER greatly assists with overall understanding and execution  
• access to data  
• advance warning of vessel arrival. | • can't degrade existing security zone  
• workload  
• be unpredictable |
| 15. Request fire support | • if you know how to do it it is a GREAT asset to have available to you  
• good area to focus training on and work with other DOD force providers | • If you don't know how to use it ... or use it wrong, you will be responsible for killing friendly forces  
• infrequency of use or unavailability causes TAOs to be unfamiliar with procedures to request and coordinate same.  
• many TAOs need training on this topic |
| 16. Coordinate friendly forces | • Establishing a good working relationship with counterparts in other units is essential, so that when coordination time comes, it occurs in a cooperative environment  
• access to job aid, their SOP, knowing their tactics, time | • heavy burden  
• can be poor feed back, you won't know it isn't going well until it isn't going well.  
• can be above the rank level of TAO and often results in "power struggle" among NCW commands.  
• assumption(s) of understanding and reliability with force you are requesting assistance from  
• NO access to job aid, their SOP, knowing their tactics, time |
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<tbody>
<tr>
<td>17. Follow Rules of Engagement (ROE)</td>
<td>• You are the last resort for the Cox’n if he has a question about ROE.</td>
<td>• Heavy burden</td>
</tr>
<tr>
<td></td>
<td>• you are the failsafe for the TPSB crew</td>
<td>• You are the last resort for the Cox’n if he has a question about ROE.</td>
</tr>
<tr>
<td></td>
<td>• clarity and confirmation of rules derived and enforced from the TAO</td>
<td>• one of the most important decisions to be made, but very little practical</td>
</tr>
<tr>
<td></td>
<td>• adequate time, and data</td>
<td>training such as scenario driven training, (shoot/don't shoot training)</td>
</tr>
<tr>
<td></td>
<td>• QRCs to match ROEs before start of OP</td>
<td>• you are the failsafe for the TPSB crew</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• unclear standards or criteria</td>
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<tr>
<td></td>
<td></td>
<td>• time pressure, workload</td>
</tr>
<tr>
<td>18. Disseminate and enforce arming order</td>
<td>• TAO just has to read it and enforce what is read</td>
<td>• needs to be sure AO meets threat</td>
</tr>
<tr>
<td></td>
<td>• accurate intelligence wrt mission</td>
<td>• lack of comms w/ coxn</td>
</tr>
<tr>
<td></td>
<td>• cxn s/k</td>
<td>• TAO on-scene environment awareness</td>
</tr>
</tbody>
</table>
## Appendix C - Positive and Negative Influences on Performance of Tactical Action Officers

**OPCEN functionality optimized for TAO watch**

<table>
<thead>
<tr>
<th>Task</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
</table>
| 1. Supervise assigned subordinate watchstanders | • gives TAO more control over "HIS" watch  
• provides supervisory experience for TAO.  
• assigned subordinate watchstanders provide expertise in areas of radiotelephone communications, chart plotting, log keeping etc. to relieve TAO of extra tasks.  
• competency of watchstander is critical  
• the construction of a working rapport with TAOs and watchstanders for more effective watches  
• Watchstanders can act as runners or perform other unplanned tasks in emergent situations.  
• Watchstanders can act as a sounding board for decision making and provide company during periods of low op tempo.  
• Personnel assigned know their jobs.  
• manageable workload  
• keeping stress level as low as possible  
• Brings order to the watch and OPCEN | • added burden to supervise others while maintaining his watch  
• watchstanders may need on the job training detracting from mission execution.  
• additional personnel placed in confined, noisy spaces with inclusion of subordinate watchstanders.  
• competency of watchstander is critical  
• available space in a MIUWU van may prohibit an extra CG watchstander.  
• Must act as trainer if personnel assigned are not trained for the job assigned.  
• Workload interference  
• low confidence in watchstander |
| 2. Conduct briefings/debriefings               | • insures the link between TPSB crews and TAO is complete.  
• insures everyone is reading from the same page  
• boatcrew briefs gives invaluable 'face time' between crews and TAO ensuring ability to resolve misunderstandings  
• Maintains continuity between all levels of the staff/crews/teams/command with up to date information.  
• Brings to light the good and the bad of a mission for future planning & training needs.  
• provides command with latest operational/tactical information.  
• provides TAO experience in delivering public, professional presentations. | • If done incorrectly or poorly, MAB will rip the TAO  
• VIP brief can interfere with watch operations.  
• Can be a hassle if VIPs want to visit and get briefed.  
• requires prep time and during delivery, TAO is not giving undivided attention to the assets/mission assigned.  
• lack of data  
• workload, time |
## Appendix C - Positive and Negative Influences on Performance of Tactical Action Officers

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>2. Conduct briefings/debriefings, continued</td>
<td>• Serves to disseminate and collect intel.</td>
<td>• ability to receive due to locations or equipment available sometimes poor</td>
</tr>
<tr>
<td></td>
<td>• Keeps TAO informed of extraneous information relevant to mission/ops such as wx conditions, crew morale, equipment status, forecasted operational challenges etc.</td>
<td>• dissemination of intel maybe outside your AOR or not related</td>
</tr>
<tr>
<td></td>
<td>• proper documentation and understanding of concept of ops greatly improves briefs</td>
<td>• OParea's may be difficult to pass intel on a as needed basis in a timely manner due to poor comms</td>
</tr>
<tr>
<td></td>
<td>• updated status boards reduces assumptions</td>
<td>• too much non-applicable intel muddies the water</td>
</tr>
<tr>
<td></td>
<td>• workload</td>
<td>• TAO must not keep to himself, must pass on to his assigned assets or up the chain as needed.</td>
</tr>
<tr>
<td></td>
<td>• time</td>
<td>• TAO must understand what intelligence information is and how to use it. Not always trained or aware of how to do it properly.</td>
</tr>
<tr>
<td></td>
<td>• access to data/info</td>
<td>• lack of OJT</td>
</tr>
<tr>
<td></td>
<td>• confirmational feedback</td>
<td>• manageable workload</td>
</tr>
<tr>
<td>3. Collate intelligence picture and initiate appropriate responses</td>
<td>• assists in understanding potential threats or other operations that may influence operations</td>
<td>• access to data</td>
</tr>
<tr>
<td></td>
<td>• assigned Intel Officer not always available to amplify data</td>
<td>• environment</td>
</tr>
<tr>
<td></td>
<td>• TAO is good conduit to advise all assets of intel picture and make necessary changes</td>
<td>• Low self confidence</td>
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<td></td>
<td>• well placed intel can make or break a mission</td>
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<tr>
<td></td>
<td>• must have the ability to review/prioritize/pass on intel as appropriate</td>
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<td></td>
<td>• Helps develop the big picture of what is going on.</td>
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<td></td>
<td>• manageable workload</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• access to data</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• environment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• QRC</td>
<td></td>
</tr>
<tr>
<td>4. Disseminate incoming information to senior and subordinate assets and cooperating commands</td>
<td>• can be note worthy as far as getting the word out that may have not necessarily gotten out.</td>
<td>• If you don't pass the info that &quot;should have been passed&quot; TAO is left holding the bag</td>
</tr>
<tr>
<td></td>
<td>• Vital to keeping things moving and up to date.</td>
<td>• MUST have a supportive COC</td>
</tr>
<tr>
<td></td>
<td>• MUST have a supportive COC</td>
<td>• ability to communicate w/outside commands and not have their understanding of situation</td>
</tr>
<tr>
<td></td>
<td>• Easily processed by TAO by having comms personnel relay outside of unit to higher as needed.</td>
<td>• receiving info from a NCW command in a timely manner can handcuff some decision making</td>
</tr>
<tr>
<td></td>
<td>• Requires all unit assets &quot;keep in touch&quot; with each other.</td>
<td>• workload</td>
</tr>
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## Appendix C - Positive and Negative Influences on Performance of Tactical Action Officers

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</table>
| 4. Disseminate incoming information to senior and subordinate assets and cooperating commands, continued | • TAO and watch has good pulse on operations/intel to verify, store and thus pass information up/down the chain  
• ability to influence other command due to product knowledge  
• requirements for consistant comms w/assets on timely basis to keep all on the "same page"workload  
• QRCs  
• adequate time  
• access to info  
• proper comms equip  
• est chain of command for need to know decisions. | • poor job aid  
• time pressure |
| 5. Execute Tactical Control (TACON)) of assigned afloat assets       | • this is what a TAO does directs his assets to protect the HVA  
• TAO has complete tactical control over the out come of an engagement  
• Unit personnel well versed in mission.  
• QRC  
• workload  
• access to info  
• adequate time  
• high self-confidence | • Heavy burden, HVA depends on the decisions made by the TAO  
• Moderate workload.  
• Not always good and covered comms  
• Can have poor working conditions at times (weather)  
• co-located units may try to exercise TACON over your boats. Must understand difference between TACON and OPCON  
• can be a heavy workload if running an escort, doing security/reaction zones to protect and HVA and supporting divers sweeping inbound service vsls for the HVA  
• inaccessibility to job aid  
• too many wb assets  
• over tasking  
• lack of access to info  
• inadequate time  
• low self-confidence |
| 6. Execute Operational Control (OPCON) of assigned afloat assets     | • can provide excellent command experience for relatively junior personnel.  
• Good knowledge for someone usually tasked with TACON in the event he/she is required to take OPCON due to emergency situations.  
• CO will in all likelyhood be present to assist TAO in this event. | • Heavy burden.  
• Heavy burden if tasked to do so.  
• Multiple players with unknown skill levels.  
• Compatible comms gear  
• TAO will need higher guidance in order to effectively execute OPCON. |
# Appendix C - Positive and Negative Influences on Performance of Tactical Action Officers

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<tr>
<td>7. Act as SAR Mission Coordinator</td>
<td>• training is available.</td>
<td>• Heavy burden, this can be life and death situation</td>
</tr>
<tr>
<td></td>
<td>• Qualified coxswains do have trng and know what to do if given the mission.</td>
<td>• may have to wait until assets become available</td>
</tr>
<tr>
<td></td>
<td>• good experience for other CG jobs in the future.</td>
<td>• shouldn't compromise zone security, but may be ordered to do so</td>
</tr>
<tr>
<td></td>
<td>• SAR training is available from most GRU to assist in planning,</td>
<td>• PSU's don't have job aids unless they have procured on their own SAR addm is about all PSU’s have.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Many officers have NO SAR experience.</td>
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<tr>
<td></td>
<td></td>
<td>• Many PSU TAO's have no formal trng in SAR and at minimum have very little OJT trng or even an understanding of how to do it.</td>
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<tr>
<td></td>
<td></td>
<td>• Heavy burden when considering life or death.</td>
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<td></td>
<td></td>
<td>• Poor comms can hamper efforts.</td>
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<tr>
<td></td>
<td></td>
<td>• High cost of failure or inexperience.</td>
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<td></td>
<td></td>
<td>• SAR obligation/role of PSUs consistently changing an in question within and outside the PSU community.</td>
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<td></td>
<td></td>
<td>• Great deal of expertise required of someone required to be expert in tactical defensive decision making (to many hats to wear for one person and expect superior results).</td>
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<td>• time restraints of a SAR mission needs can create a sustained mission issue (u/w times)</td>
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<td></td>
<td></td>
<td>• be ready to do SAR if ordered by higher command to conduct SAR even if the LOI or OpOrder prohibits it</td>
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<tr>
<td></td>
<td></td>
<td>• TPSBs are NOT outfitted to do SAR</td>
</tr>
</tbody>
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<tr>
<td>8. Track asset status</td>
<td>• an excellent way to keep people safe and recognize a problem before it gets too bad</td>
<td>• Takes concentration away from evolving incidents.</td>
</tr>
<tr>
<td></td>
<td>• TAO can keep track and keep an effective security zone around HVA</td>
<td>• takes up radio time, if in the clear, may compromise TPSB's status to bad guys</td>
</tr>
<tr>
<td></td>
<td>• if the TAO knows where his assets are, he use them better.</td>
<td>• If the TAO is in an OPCEN with no radar picture, it is difficult if not impossible (your relying on the Cox'ns word that he is on station where he says he is) to keep an accurate accounting for your assets.</td>
</tr>
<tr>
<td></td>
<td>• imperative for proper tasking of assigned assets for mission execution.</td>
<td>• Poor comms can defeat the ease of doing it.</td>
</tr>
<tr>
<td></td>
<td>• Usually not a heavy workload and can be easily done.</td>
<td>• - heavy workload</td>
</tr>
<tr>
<td></td>
<td>• Good coxswains will always take care of their people &amp; boat even though they can't track with a controller.</td>
<td>• no QRC</td>
</tr>
<tr>
<td></td>
<td>• Usually will have a plotter or radioman to assist in recording and/or plotting information received in the OPCEN.</td>
<td>• incomplete status board</td>
</tr>
<tr>
<td></td>
<td>• workload, time</td>
<td>• lack of access to info</td>
</tr>
<tr>
<td></td>
<td>• QRC</td>
<td>• lack of time</td>
</tr>
<tr>
<td></td>
<td>• updated, accurate status board</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• access to info</td>
<td></td>
</tr>
<tr>
<td>9. Conduct emergency destruction of equipment</td>
<td>• all hands may participate in destruction, this brings extra hands into play</td>
<td>• may not have enough advance notice (time) to complete destruction</td>
</tr>
<tr>
<td></td>
<td>• TC's can and should provide destruction training</td>
<td>• TC's may be only ones with access to classified materials in a field safe.</td>
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<td></td>
<td>• Heavy burden, but quick &amp; easy to implement.</td>
<td>• shredder operation may be hampered by power outage</td>
</tr>
<tr>
<td></td>
<td>• availability of firearm or destructive device</td>
<td>• burn barrel may be influenced by wx, (rain)</td>
</tr>
<tr>
<td></td>
<td>• s/k of prc</td>
<td>• PSU's don't have proper equipment to destroy classified equipment or material in an expediant manner</td>
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<tr>
<td></td>
<td></td>
<td>• lack of training, direction and equipment for proper destruction.</td>
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<tr>
<td></td>
<td></td>
<td>• Don't have right destruction devices to do so for hardware.</td>
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<tr>
<td></td>
<td></td>
<td>• Need to stick around or insure it is completed by what ever method of destruction is employed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Lack of formal trng on how to do it. Common sense of what to do is the guide many times.</td>
</tr>
</tbody>
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</thead>
<tbody>
<tr>
<td>9. Conduct emergency destruction of equipment, continued</td>
<td>• Developing a good repoire early on with MIUW counterpart will have good effects through the other watches (hopefully)</td>
<td>• Access to classified documents may be controlled by only one or two people that may not be available to make it happen.</td>
</tr>
<tr>
<td></td>
<td>• good NCW experience for TAO.</td>
<td>• Amount of time available</td>
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<tr>
<td></td>
<td>• rapid transmission of intel with good liaison.</td>
<td>• PRC more complex than standard CG radios</td>
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<td></td>
<td>• Backup of comms and other equipment for execution of mission.</td>
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<td></td>
<td>• A role that is key in TACON, but needs good direction from command</td>
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<td></td>
<td>• Good to maintain contact w/ all players.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Good experience for JOs to do this for future assignments.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Other players know what is going on.</td>
<td></td>
</tr>
<tr>
<td>10. Act as liaison to Mobile Inshore Undersea Warfare Unit (MIUWU)/Tactical Operations Center (TOC)/Harbor Defense Command (HDC)</td>
<td>• MIUW counterpart may not have knowledge (nor be receptive to learning) of PSU ops.</td>
<td>• MIUW counterpart may not have knowledge (nor be receptive to learning) of PSU ops.</td>
</tr>
<tr>
<td></td>
<td>• Other NCW units may have misconceptions of PSU capabilities.</td>
<td>• Must know COC and be ready when higher ranks direct or question or begin to make poor choice in directing assets that is not in the best interest of the HVA</td>
</tr>
<tr>
<td></td>
<td>• Must know COC and be ready when higher ranks direct or question or begin to make poor choice in directing assets that is not in the best interest of the HVA</td>
<td>• communications with PSU command TPSBs has issue due to locations of MIUW/HDC</td>
</tr>
<tr>
<td></td>
<td>• Can be complex.</td>
<td>• Can be complex.</td>
</tr>
<tr>
<td></td>
<td>• Can be a burden and time consuming if &quot;required&quot; when actually not needed.</td>
<td></td>
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</tbody>
</table>